DEPARTMENT OF NATURAL RESOURCES, MINES & ENERGY
INTEGRATED RESOURCE MANAGEMENT OUTPUT

HANDBOOK OF
RESOURCE PLANNING GUIDELINES

GUIDELINE C5

TRANSLATING NRM PLANNING BETWEEN THE REGIONAL AND PROPERTY SCALES

Status: *Authorised for public release*

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Authorised by:	First draft compiled by:	Second draft compiled by:	Issued by:
(Signed)			*(Signed)*
Tony Pressland General Manager Catchment & Regional Planning	**Pam Armstrong** Formerly Principal Policy Officer Land & Regional Planning	**Brian Stockwell** Formerly Principal Policy Officer Land & Regional Planning	**Geoff Edwards** Manager Land & Regional Planning

Purpose of this Paper

This paper describes processes for translating the provisions of various forms of resource plans from the regional scale to the property scale and vice versa. The Guideline explains the principles behind conversion of scales and 'place-based' planning.

The Guideline is intended to assist regional bodies and planning staff of departments and local governments in making their plans relevant to landholders; to encourage district-scale planning; and to nourish property planning by landholders. A sequential and logical connection between planning and implementation is particularly emphasised by clarifying the purpose of planning at the various scales.

12 February 2004

1. RATIONALE FOR THIS GUIDELINE

1.1. Much of the decline in condition of natural resources and the environment evident in the Queensland landscape is not a result of single catastrophic events or wilful damage but rather the culmination of the 'tyranny of many small decisions'. A move from incremental property-by-property decision making to a framework which considers downstream sub-catchment and regional impacts of actions will help to avoid continued cumulative deterioration.

1.2 The linkage between regional and property-scale plans can be viewed from two perspectives. In 'top-down' fashion, landholders' property plans can be viewed as critically important mechanisms for delivering the outcomes and targets specified in regional plans. Alternatively, regional and district-scale plans can be viewed as a 'bottom-up' or 'demand-driven' devices for crystallising information about the world beyond the property boundary, to enable the landholder to produce a more robust plan, consistent with its broader context. There is some tension between these views, because the regional plans are largely directed towards advancing the community's interest and satisfying the requirements of governments; whereas landholders' property plans are directed towards advancing the private interest as well. Both views are valid.

1.3 While popular opinion is that making profit is the main driver for property management decisions, research suggests that while this is usually a key consideration, an individual's social and environmental values are also important. A survey of riparian landowners in the Mary River catchment, for example, suggested that the most important motivating factor leading to land management action was an increased awareness of issues. The next most important motivators identified were: maintaining the property for family inheritance; increased productivity/profitability/sustainability; a sense of responsibility to others in the catchment; and the need to repair visual damage, all of which were of roughly similar weight. The planning explained in this guideline will help landholders and other resource managers to recognise that people are influenced by a range of motives.

1.4 Comprehensive guidelines are available to assist landholders in preparing plans for their properties; and to assist public authorities and community bodies in preparing regional plans. However, to date the process by which the various spheres of activity can be linked has not been well documented. This paper explains the concept of *translating* the provisions of resource plans at the regional scale to provisions that have meaning at a district and a property scale, and vice versa.

2. BACKGROUND

2.1. The Department's vision is to "*enhance community benefit through sustainable natural resource management*". This vision applies to current and future citizens, and refers to current and future sustainability across the social, economic and natural environments. Regional-scale planning addresses this vision through outlining policy and strategic approaches whereas district-scale planning and property management planning are appropriate vehicles to express the desired outcome in practical, on-ground terms.

The Importance of 'Place'

2.2. Local communities value their distinctiveness, their strong local identity which is often referred to as the *'sense of place'.* "*Places become memorable and valuable because they manifest qualities or are associated with events that have meaning to us. We see such places as important because they represent us as a community … They physically spell out to Australians what they hold as valuable about their way of life*" (Prime Minister's Urban Design Taskforce 1994). These principles hold true for both Aboriginal people who measure their relationship with their country in millennia, and other Australians who in the most part have a connection with their land and community for no more than decades. An understanding of an individual's connection with place leads to the view that s*ustainable solutions* become tangible only when they are linked to a locality where the residents share a community of interest and a common 'sense of place'. The more intense the connection with the plan area, the more numerous are the personal events which have happened within in it, the more significant the meaning the country has in providing individuals with their meaning and therefore the more likely that planning will be participative, positive and purposeful.

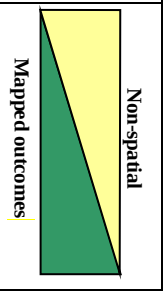
ESD Delivered Through Landholders

2.3. 'Ecologically sustainable development' (ESD) or its abbreviation 'sustainability', is an imperative if Queensland is to enjoy prosperity and social vigour without exceeding the capacity of its natural resources to support economic activity. Landholders are in a special and powerful position to implement the objectives of sustainability on their properties and in cooperation with their neighbours in their local community. It is ultimately landholders who decide whether or not to carry out works that enhance sustainability on land; and it is the community (through their government or social expectations) who set the parameters within which this can occur. (This principle of 'landholder sovereignty' is explained in Guideline G100, *Implementing Natural Resource Management Plans*).

2.4 For this reason, a major goal of planning of whatever kind at whatever level, must be to supply both technical information and context to enable landholders to proceed with their own planning and implementation at the scale of their own property. This is not the sole goal of regional planning, because communities, industry and public authorities also need the information and the context that flow from regional and district-scale plans in order to discharge their own, broader, responsibilities. However, if the provisions of regional plans are to be implemented on properties, they must be expressed in terms that mean something at the property scale, and/or must be translated into such terms. In many cases – the Desert Uplands, for example – where landholders have volunteered to participate in projects aiming to improve their viability and sustainability, a simple spatial representation of their property when supplied was novel to them, but has acted as a catalyst for them to review their management regimes.

Hierarchy of Plans

2.4. Regional-, catchment-, district- and property-scale plans should be seen as part of a continuum of planning and policy instruments, which seek to impart meaning to strategic objectives at an increasing scale and level of spatial definition. The relationship between these plans within this hierarchy is depicted below.

		State	Region	Catchment	District	Property	
Plan Type	**Scale**	1:1 000 000	1:250 000 to 1:100 000	1:100 000 to 1: 50 000	1:25 000 to 1:10 000	1: 5000 to 1: 1000	**Spatial Resolution of Plan Outputs**
Policy Framework							
Strategy Strategic Plan							
Local Area Plan Local Action Plan							
Design Plan Whole Farm Plan							

Notes

The key messages that flow from this conception of planning are:

- always build on previous work at different levels – to avoid duplication of effort and to plug gaps;
- both the process and the participants should reflect the level of specificity of the plan and the desired outcomes (e.g. peak body representatives partaking in adversarial debate will have little relevance in a district-scale planning process);
- the accuracy and reliability of mapped data and output become increasingly important as a result of the increasing scale as one moves across the hierarchy.

Note also that it is not necessary to have all these plans in place. Section 3.6 below refers.

Regional NRM Plans

2.5. There is a range of regional planning instruments that will have relevance to natural resource planning at more detailed scales including 'integrated regional planning frameworks' developed by Regional Planning Advisory Committees and 'regional biodiversity strategies' under Natural Heritage Trust (NHT 1). In 2001 regional natural resource management (NRM) bodies were initiated to develop 'regional NRM plans' and regional NRM targets. These plans are funded through the National Action Plan for Salinity and Water Quality (NAPSWQ) and the NHT2. Existing statutory plans such as regional vegetation management plans and water resource plans will influence targets adopted and investment strategies in the regional NRM plans. Targets and the 'strategic investment proposals' will set out the goals for NRM at the catchment and sub-catchment scale.

Catchment Plans

2.6. Most catchment-scale planning in Queensland in the past has been conducted through the 'integrated catchment management' program and the statutory 'water resource planning' process. Catchment strategies generally have been developed along the lines of the Adaptive Management Framework (see Guideline C6). These strategies tend to be constituted by a series of themed strategies and associated actions, which have no specific spatial definition or mapped delineation. Recently some catchment groups have developed whole-of-catchment rehabilitation plans, which provide strategic guidance in association with reach-by-reach environmental assessment and responses linked to these defined mapping units. This is a level of spatial resolution similar to that achieved during preparation of a Water Resource Plan.

District-scale Plans

2.7. *District-scale planning* offers a practical intermediary step between strategies expressed at a regional or catchment scale and management applications at a property scale. The table gives some examples:

***Land Act 1994* Activities**	**Other Activities**
s.16 'Most appropriate use' studies **Lease expiry evaluations** **Management of unallocated State land** **(e.g. fire, weeds & riparian lands)** **Reserve audits**	Planning for specific landscapes (waterways, wetlands & floodplains) Rehabilitation plans (Landcare, Rivercare & Coastcare Plans) Sub-catchment NRM plans (e.g. pests, weeds, salinity, land degradation &water quality) Plans for specific resources (e.g. sand & gravel management plans & water use plans)

Property-scale Plans

2.9 Over the past ten years, landholders have been encouraged to prepare voluntary *property management plans* (by various titles) which are a personal document including non-NRM layers such as production (stock/crop), estate and financial information. More recently, the voluntary *environmental management system*, which is business-orientated has gained support. The best known form is the Australian Land Management System (ALMS). Various industry-supported accreditation schemes and best management practice guidelines also are in operation.

2.10 In addition, there are existing statutory requirements to produce plans by various titles to justify issue of improved tenure or other statutory approvals. Examples are 'land and water management plans', required in order to authorise irrigators to apply 'new' water entitlements in certain circumstances; and 'vegetation management plans' to support applications for permits to clear vegetation. For leasehold land, the Minister may request a report by a lessee to support any further dealings (s.201 *Land Act 1994*). These are special cases of what is coming to be termed the '*property resource management plan'* (PRMP), a generic label proposed for plans which a landholder prepares to aid in managing natural resources on their property.

2.11 All property-scale plans have one feature in common: it is up to the landholder to prepare a plan at the property-scale and to take the initiative to collect the necessary information. The next section of this paper starts not by examining what needs to be done to inform landholders about regional plans, but by asking what information they need to manage their properties sustainably and how regional plans can supply that information in a suitable format.

3. PRE-CONDITIONS FOR EMPOWERING LANDHOLDERS

Establishing NRM Partnerships

3.1. A key element of successful natural resource planning is the establishment of an effective partnership. An NRM partnership is a relationship between two or more individuals or groups where the partners share the capacities present in their relationship to achieve goals that are desired by, or beneficial to, all who may be affected. Oliver (pers. comm. 2003) has identified some key characteristics, critical success factors and impediments to partnerships.

3.2. Key characteristics of NRM partnerships:
- appropriate for initial context;
- shared power and responsibility;
- shared intent, realistic expectations;
- action orientated, prepared to take risks.

3.3. Success factors of NRM partnerships:
- people learn best from stories of others 'in the same boat';
- NRM groups need champions, skilled coordinators and good group processes, all enmeshed in networks of government, community and industry stakeholders;
- outcomes are enhanced when partnership participants are motivated and excited about the possibility of change.

3.4. Impediments to achieving partnerships:
- falling commodity prices and restructuring of rural industry which limit capacity of people to invest time and resource in local inclusive planning;
- existing level of stress placed on people who may already be involved in numerous cooperative management regimes;
- hostility toward the Department due to the short-term economic impacts of regulations and pressures for change in land use, water use and vegetation management.

Translating Plans to Enabled Landholders

3.5. A number of pre-conditions necessary for empowering landholders can be identified. These have been represented diagrammatically in the model in Figure 1. *The pre-conditions must all be satisfied* if landholders are to be enabled to fully meet their stewardship responsibilities. These pre-conditions are resources, peer and community support, statutory approvals and useful information. Regional and catchment coordinating bodies and the government agencies should endeavour to use the powers at their disposal to supply the pre-conditions.

3.6. A trap is to assume that 'plans' equate to 'information'. In reality information may be available in abundance, but not translated in a form that is meaningful to landholders. If implementation of regional plans fails, observers may decide as a remedy to prescribe plans at a sub-regional, or catchment or district scale – or sectoral plans dealing with just one resource. Plans can be multiplied on top of each other, but unless they are eventually translated to the property scale, they will be implemented only partially, if at all. It cannot be assumed that landholders are even aware of the existence of the relevant broader-scale plans, let alone how useful they can be.

Planners' Role and Responsibilities

3.7. The role of the planner can be somewhat daunting to an officer placed in a situation where they are representing a department or regional body but are also developing strong relationships with a local community, connecting with their concerns and aspirations. Maintenance of an ethical and

professional approach should provide both clarity to roles and awareness of responsibilities to both the employer and the 'public interest'. An outline of roles and responsibilities follows.

A. To ensure that the process is as inclusive and as open as possible with appropriate levels of participation of those potentially affected by the plan.
B. To be sufficiently qualified and experienced to competently conduct the planning exercise, and/or to have the capacity to acquire necessary support and new knowledge to exercise professional judgement on the issues being addressed.
C. To acquire an appropriate level of information to inform decisions within the reasonable limits of available time and budget, and to identify situations where decisions have been based on inadequate information.
D. To translate available data and information into a mapped or spatially comprehensible format to facilitate input from the working group or expert panel, based on a holistic understanding of local conditions and systems.
E. To report on process, input, consultation and outcomes and provide recommendations to decision-makers in a way that balances this input with personal professional judgement in regard to both the public interest and the principles of ecological sustainable development. This process will take into account short- and long-term eventualities and public opinion.

Roles of Translators

3.8. Many landholders will not need or want a translator as they will be sufficiently well informed, or resourceful, to be self-sufficient. However, given the complexity of planning, most landholders will require or appreciate some assistance to make the provisions of the broader context meaningful at the property scale. The need will vary according to the category of information that is to be absorbed: for example, most landholders will be quite well informed about the capabilities of their soils, less well so about their native biodiversity or land condition in remote upstream parts of their catchment; and perhaps quite perplexed about government policy expectations.

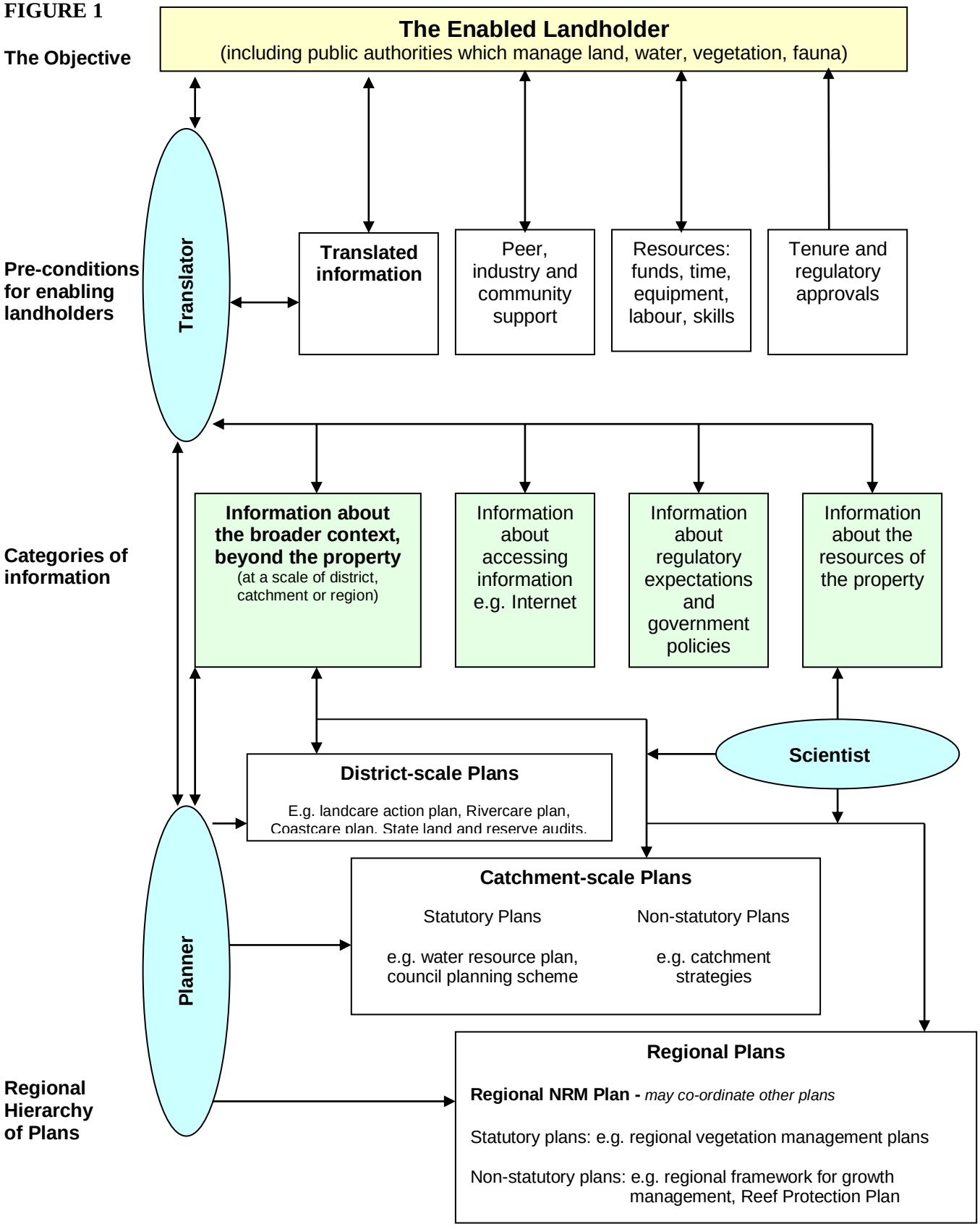
3.9. The translator of information need not be a traditional one-on-one farm advisor. The translator may also be the multi-skilled resource planner or scientist who has skills in facilitation and extension, a private consultant, a collective such as a landcare group, a family friend, or an industry representative. Landholders may obtain assistance from several different sources and integrate these inputs themselves. More and more commonly, 'interpreted products' will become available on the Internet. Translation is a very complex task, requiring special communication skills and wide cross-disciplinary NRM knowledge. Although academic qualifications or official accreditation are not pre-requisites, the interpretation of scientific data in particular is fraught with traps for non-experts. A problem will be validating information translated from various sources and correcting it if wrong or if the translator's knowledge is outdated.

3.10. The translator performs three main functions:
- *co-ordinating* disparate information from various sources, to merge and make sense of it; or *integrating*, which is a more complete melding;
- *changing scale*, to zoom in from a broader scale to the property scale, by taking the regional standards and converting them to property-scale standards; or to zoom out vice versa; and
- *interpreting* information, to trace cause and effect, to identify what needs to be done to remedy the problems that the information has uncovered, to explain its implications.

3.11. The three functions may need to be repeated: for example, information about weeds may be interpreted from the regional plan into a local government pest management plan, then again by the Landcare group to the neighbourhood level, then again by a Land Protection Officer to an individual grazier. Institutional arrangements that are trusted are critical for success.

3.12. In principle, if the regional body does a good job of coordinating information at the regional scale, the task of co-ordinating at the more local scales is easy. In practice however, no matter how comprehensive the regional plan may be, it will nearly always need interpreting into cause-and-effect terms at the district or property level. Also, a localised problem or source of information may present itself at a level of detail so fine that it slips under the threshold of interest of the regional body, thereby placing a greater burden upon the translator.

FIGURE 1



The chart does not imply that adequate source information exists; or that governments have an obligation to supply it. Also, the chart does not imply that special sectoral plans for vegetation, pests, water and so on are driven only by regional plans and must be filtered through them. Bolded entries indicate the items of most relevance to regional NRM bodies. Not all arrows are shown. Note that most of the arrows are two-way. Landholders have as much information and energy to contribute to their communities and the regional scene as they receive.

4. PLANNING AT THE REGIONAL LEVEL

4.1 Regional plans such as those 'regional NRM plans' being developed under NHT2 regional planning arrangements and the 'regional frameworks for growth management' under the *Integrated Planning Act 1997* provide a context for developing sub-regional, catchment, district, and property level plans. While the language in this section is largely focused on the regional NRM plans, the concepts apply generally.

Using Regional NRM Plans as a Co-ordinating Mechanism

4.2. Regional NRM plans will include information gleaned from a wide variety of statutory and non-statutory plans in the region such as pest management plans, regional vegetation management plans, water resource plans, soil conservation plans, nature conservation plans, regional frameworks for growth management, and local government planning schemes. This list is non-exhaustive and for a more complete list reference is made to the Departmental website explaining different forms of planning: *http://www.nrm.qld.gov.au/planning/* including the explanation titled *Making Sense of Planning*.

4.3. It is intended that regional NRM plans will integrate information from these specialist plans and become a unified directory for natural resource issues and information sources in a region. Specialist plans may become subsets or modules.

Identifying Regional Objectives and Targets

4.1 Regional NRM plans will specify targets in such fields as salinity, biodiversity, river and wetland health, water quality, flood plain management, revegetation, soil and nutrient loss, property amalgamation and weed control that are capable of being applied at the neighbourhood and the property level. Targets provide a systematic basis (not necessarily quantitative and sometimes aspirational) for environmental improvement and the measurement and evaluation of change. Additionally, strategies may be specified for action by governments.

4.2 Monitoring and evaluating progress toward regional targets largely depends upon measurements and information collected at the district and property level. Therefore, it is imperative that targets at the regional level can be translated into property-scale indicators for which data can be collected and which assist landholders to develop their own property-scale strategies and action plans, in other words, to meet their own aspirations and stewardship responsibilities.

5 PLANNING AT A DISTRICT SCALE

5.1 Partnerships with local landholders to cooperatively develop *district-scale plans* can result in benefits to both the participants and NRM&E and provide an opportunity to involve local established and respected community based groups in meaningful decision making. Potential benefits to landholders and NRM&E include: the timely identification of common regulatory approaches and standards for the district to achieve more security, certainty and better resource management outcomes; an early warning of requirements of other departments and levels of government; reduction of pressure on NRM&E officers at the time of resource allocation decisions; reduction in time delays in decision-making processes; and priority access to grants/ incentives.

5.2 District-scale planning can:

- turn visions and concepts into practical actions;
- convert higher order objects, goals, strategies and regional plans into guidelines for meaningful on-ground outcomes;
- take into account off-site and downstream effects that are difficult to embody in property-scale planning;
- give 'sustainability' local definition in terms of the prevailing and aspirational social, economic, environmental and cultural conditions and trends within a defined community.

Definition of a District-scale Plan

5.3 The geographic extent of a *district-scale plan* will vary between location, community type and the purpose of the plan. In an urban context a district is likely to extend no further than the neighbourhood; in a rural context it could extend to a creek sub-catchment or area serviced by a small rural town or school. A key element in defining boundaries is to ensure that the involved and affected landholders share a similar community of interest and sense of place. Involvement, vision and commitment will be enhanced greatly if there is a common connection or identification with the 'place' identified in the plan.

5.4 At a district scale the aim is to combine local knowledge and aspirations with a distillation of State, regional and catchment statutes, policies and strategies. The comparable equivalent in the statutory planning system (under the *Integrated Planning Act 1997*) is 'local area plan'. Local area plans have been defined by the Local Government Association of Queensland as:

> *a detailed planning instrument which provides a comprehensive physical and social framework for the development and use of a local area, based on the translation of broad strategic planning principles and objectives onto detailed area-specific guidelines. In essence it provides a framework for the development and use of a local area in the physical, environmental, economic, administrative, social and cultural sense, and for the achievement of a shared community vision.*

5.5 District-scale plans can be part of, or be a catalyst for, broader community development initiatives that increase and strengthen community relationships, structures and leadership as well as formulating processes for acting together and solving disputes. Within the limitations of NRM&E responsibilities as well as resource and time constraints it may not be possible, or desirable, to complete a comprehensive local area plan. Experience, however, demonstrates that good practice in commencing even single issue plans will build the capacity within a local community to a point where they choose to community development plans in a self-managed group process. Success has been experienced using a process outlined in a step-wise manner in Appendix 1.

Strengths and Weaknesses

5.6 The district-scale and the local area planning process will not always be the most appropriate options to resolve issues nor guide all decisions about natural resources. Planners need to consider the strengths, weaknesses, opportunities and threats of the approach such as those listed below to determine the suitability for the specific proposal.

Strengths

A. Planning at this scale empowers the local community in decision making and feeds on itself by increasing capacity to solve problems.
B. District plans can gain common agreement on the setting of NRM targets as a local articulation of targets in regional NRM plans.
C. As experience with property resource management planning in groups demonstrates, benefits flow to people within a group from the experience and knowledge of their peers.
D. Landholders probably know more about their property than anyone else and including them overtly in the planning process allows them to pass on this information to Departmental officers to improve their competence in their work.
E. It provides an opportunity to look at issues which affect more than one property such as formalising consensual 'give and take boundary' arrangements between neighbours, management of adjoining stock routes, rationalisation of roads when the carriageway is not within the dedicated road, and EPA, DPI and local government requirements.
F. Under a district approach a group may be able to submit applications for statutory permits together for conjoint consideration. This will reduce workload and costs; and for leasehold land it may overcome the legislative constraint on lease renewals. (Current legislation requires 80% of the lease period to have expired prior to renewal being considered, except in special circumstances, which a group is more likely to be able to justify).

Weaknesses

A. Community oversight of a small number of people's leasing and management arrangements may be seen to be an invasion of privacy or inequitable. There is a potential for alienation if individuals felt their flexibility and individual responsibility to manage and derive income from the land was being curtailed by group oversight.
B. While the approach would allow for the setting of district NRM targets, the risk is that the group will settle for the lowest common denominator rather than striving for the best practical achievements.

Opportunities

A. The process provides options to work through existing respected community organisations e.g. landcare which have existing social networks and facilitation capacity to bring landholders together and cooperatively develop plans.
B. Local plans could derive practical solutions to achieving accepted State-wide industry codes of practice or best management practice guidelines adapted to the local conditions.
C. The Department could use the process to explain the relevant criteria and considerations it follows during its assessment of resource allocation or development application, so that landholders are more aware of the reasons behind decisions.

Threats

A. Individualism is part of the traditional rural culture and many landholders may not be predisposed to sharing of information and management options.
B. The concept of getting all the landholders from a particular 'place' together to talk could be idealistic considering the potential for past rivalries and conflicts to emerge.
C. Community/landcare groups or local government may consider the request for their involvement to be yet another attempt by State Government to shift government responsibility but not government finances to the community sector.

6. PLANNING AT A PROPERTY SCALE

6.1 Property-scale plans have the purpose of addressing specific resource management issues, planning for development as well as improving business efficiency. These property-scale plans can also assist in clarifying the legal duty-of-care and the broader stewardship responsibilities. Where property level planning is undertaken for specific statutory purposes, as in property vegetation management plans or land and water management plans, these can form modules of the PRMP. Specific details on how to develop a PRMP are contained in the NRM&E publication *Property Resource Management Planning Guideline for Landholders.*

6.2. Most scientific information, particularly where deriving from broad-scale mapping, is at a scale too coarse to use for planning at the paddock level. An example is soils mapping which is mostly presented at a scale of 1:50,000 or broader. The exception is soils mapping in irrigation areas, where more detailed mapping has been undertaken to allow detailed property-level planning. However, the coarse-scaled information may be used as a guide and ground-truthed on the property or combined with locally collected data (see Figure A1, Appendix 1).

End of body of Guideline

APPENDIX 1

GENERALISED DISTRICT-SCALE PLANNING PROCESS

Scoping Phase

1. Scope the boundaries of the study area and terms of reference with Departmental management and with other departments.
2. Devise a project management plan and secure access to necessary budget and desired team members.
3. Initiate informal discussions with key interests including influential landholders, community groups and local industry organisations and revise steps 1 & 2 on the basis of discussions.
4. Assemble relevant policies, strategies and strategic plans. Involve other departments and local government in this process in order to produce a comprehensive synopsis of strategic drivers of change in the study area.

Formation Phase

5. Based on the above scoping process, formulate a facilitation/participation process and invite local people and relevant specialists to participate in expert panels and working groups.
6. Meet with selected participants within the area covered by the plan and incorporate a field trip early in the process to gain a common understanding of the on-ground scope of issues.
7. Facilitate workshop(s) that set vision, goals and desired outcomes.

Situation Analysis Phase

8. Conduct an audit of existing information relevant to the district regarding environmental significance, natural resource condition, social and economic status and cultural heritage. (See Figure A1 for a list of potential sources of information).
9. Based on the corporate knowledge achieved to date, convene a workshop to 'map' the 'system' operating in the district. The system should reflect either the processes and relationships that are currently operating to achieve the desired vision, or those which are driving the community in a contrary direction. The system should include ecosystem, social, economic and political processes which are affecting achievement of the plan.
10. Compile a compendium of mapped information and photographs that have meaning to local participants.
11. Identify gaps in existing information and mapping coverage and procure this information if feasible.

Evaluation Phase

12. On the basis of expert advice and commentary, develop a decision framework for the evaluation of different options within the district. The decision framework should be based on a set of rational rules or settings that are transparent, reproducible and science-based where appropriate. (*See* Resource Planning Guideline *D2 Making Decisions According to Policy* for an explanation of 'relevant factors').
13. Develop a set of options for planning for the district, including a 'do nothing' option for comparison with alternatives.
14. Gain shared agreement on the mechanisms for ranking, weighting and scoring these options in terms of the multiple objectives sought to be achieved in Step 7 above.
15. Run an evaluation of options through a decision framework to produce an analysis of options against desired vision, goals and desired outcomes.

Consensus Phase

16. Use a facilitated workshop process to gain agreement on the desired process within various unique mapping areas. Document the level of agreement or disagreement on the selected option.
17. Planner to produce a map and plan report which documents the outcomes of the process and professional recommendations (explaining the professional reasoning behind any variance from recommendations produced by Step 16). Seek management views as to acceptability for broader public input if desired.
18. Consider submissions and amend as required and submit for approval by appropriately delegated officer.

FIGURE A1

POTENTIAL SOURCES OF INFORMATION SUITABLE FOR INFORMING DISTRICT-SCALE AND PROPERTY PLANNING

Regional Scale	Catchment Scale	Local Scale
Salinity Hazard Mapping	State of Rivers Mapping	Monitoring River Health Data
Regional Ecosystem Mapping & Regional Vegetation Management Plans	Acid Sulphate Soil Mapping	Waterwatch Data
Biodiversity Assessment Modelling (EPA)	Land Resource Assessments (SALI Data base)	Saltwatch Data
National Land and Water Resources Audit Maps/report	Water Resource Plan Condition and Trend Reports	EPA Cultural Heritage Records
National /Qld State of Environment reports	Local Government State of Environment Reports	Pest Info Data Base
National EPBC Rare and Threatened Species Site Records	Local Government Planning Studies/Schemes	Hard Copy and Digital Aerial Photography
Geological Maps	Topographic Maps	Local Social Atlases / Community Development Plans
Regional Coastal Management Plan	Riverine Management Plans	Census Data