

CITY OF SOUTH PERTH

SUSTAINABILITY STRATEGY 2012 - 2015

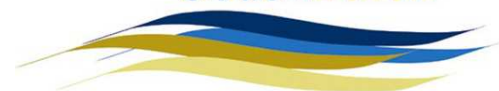
Enhancing the quality of life and prosperity of the community, and preventing the harmful local and global effects of its action through careful planning and decision making (The City's definition of sustainability, Sustainability Strategy 2006-2008)

sustainable south perth



leading the way to a sustainable future

City of
SouthPerth



Preface

You can never have an impact on society if you have not changed yourself - Nelson Mandela¹

We no longer see the world as a single entity. We've moved to cities and we think the economy is what gives us our life, that if the economy is strong we can afford garbage collection and sewage disposal and fresh food and water and electricity. We go through life thinking that money is the key to having whatever we want, without regard to what it does to the rest of the world. — David Suzuki².

I do believe that it is extremely important that each one of us is a participant in life and what's going on around us rather than being a spectator to it and if you do that, if you participate in the world, in your community, your school, your company, or your country, whatever - you will be useful and hopefully leave the planet a little better. — Janet Holmes a Court.²

The Journey.....

¹ Global Stewards

² Thrive Sustainability Services

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Background to Sustainability

Sustainable development was defined by the Bruntland Commission Report in 1987 (Bruntland, G. Ed) (refer to page five). In addition, governments, agencies and organisations have committed to the protocols of international treaties and summits such as the United Nations Environmental Program (UNEP) Earth Summit in Rio de Janeiro in 1992 (Rio Earth Summit). A key document arising from the Earth Summit was Agenda 21, which became a signatory document for national governments, including Australia.

Chapter 28 of Agenda 21, related specifically to implementing sustainable change into local government authorities - Local Agenda 21 (Agenda 21).

Sustainability is simply the capacity to 'endure, and to be maintained'. It is often used as a catch all term for all the elements, concepts, principles and activity of being sustainable.

The Australian Government adopted a National Strategy for Ecologically Sustainable Development in 1992 (CoSP State of Environment Report, p92).

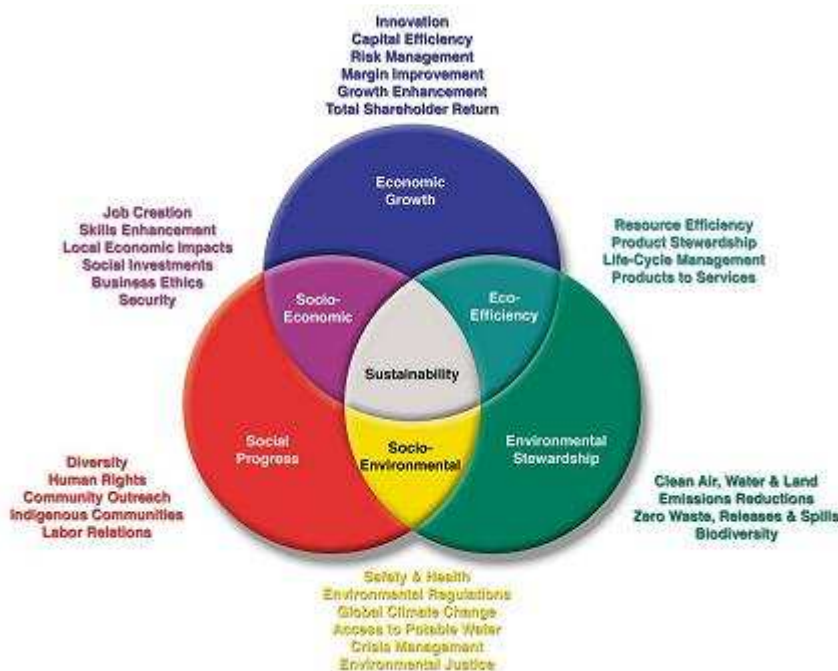
In 2003, the Western Australian Government developed a Sustainability framework and published a sustainability strategy and principles document, State Government Sustainability Strategy (Hope for the Future).

The Local Government Act (WA) 1995 was amended to include:

“In carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity” (Section 1.3 amended by No 49 of 2004 s.15).

Many models, conceptual definitions and tools have been developed over the last two decades, to describe sustainability and sustainable development, and more importantly, to implement the thinking, practices and behaviour of the concepts. These models illustrate the the integrated nature of sustainability elements and aspects, such as the example below in Figure 1 - a commercial business model (Future 500 website).

Figure 1: Concepts of Sustainability - The Future 500



Definition of Terms

The two significant terms 'sustainability' and 'sustainable development' are often used interchangeably for the same meaning and context, however, they can mean different things.

The most recognised definition of *sustainable development* is by the Brundtland Commission:

Development that meets the needs of the present without compromising the ability of the future generations to meet their own needs (Bruntland, 1987).

'Sustainable development' is the process or journey towards being 'sustainable'. Sustainability and sustainable development are concepts that are 'open-ended' due to the dynamic and complex nature of the issues addressed (Gibson et al, 2005, p61).

Sustainability is simply the capacity to **endure, and to be maintained**. It is often used as a catch all term for all the elements, concepts, principles and activity of being sustainable, and there are many other definitions.

The City developed its own definition of sustainability in 2005 and it states:

Enhancing the quality of life and prosperity of the community, and preventing the harmful local and global effects of its action through careful planning and decision-making.

Key Sustainability Issues in the City of South Perth

The key sustainability issues in the City of South Perth are:

Natural environment:	management of the Swan and Canning River foreshores and surrounds, biodiversity, management of reserves and open spaces, greenhouse gas emissions, air quality, resource management (energy, water, materials), waste generation
Physical (built) environment:	infrastructure management, land use planning, urban development and density, sustainable urban design, traffic management
Socio-cultural	community development, community support services, preservation of culture and heritage,
Economic	community economic development and planning, tourism.

The main sustainability challenges for the City are likely to be:

- Sea and river level rise
- Adapting to other impacts of climate change
- Infrastructure management
- Urban development and increased densities
- Demographic changes and increased population
- Regional recognition and amalgamation

History of the City's Sustainability Strategy

The City employed its first Environmental Officer in 1995, one of a handful of Local Governments in Perth to do so at the time. The City developed an Environmental Strategy (1999-2002) and this strategy committed the City to manage its activities and services in an environmentally sustainable way. It encouraged individual and community action to protect the local environment and help tackle global issues.

Following from this Strategy, a State of the Environment Report was compiled by consultants, in 2002. This document presented a comprehensive overview of the City based on the state-pressure-response methodology. The last chapter in the report presented the broader context of sustainability (demonstrated by the Venn diagram model (Barbier, 1987) which illustrates the elements of environmental, social, economic and their intersections) and recommended the development of a sustainability strategy and policy.

The City developed its first Sustainability Strategy (2006-2008) and Action Plan during 2004/2005, which was endorsed by Council in December 2005. This Strategy and Action Plan was based on the Western Australian Government's State Sustainability Strategy (2003). The consultant brief for this project also required the development of a Sustainability Framework. This [Framework](#) is discussed in a section below.

The primary aim of the Sustainability Strategy was to review the City's achievements and map its future direction towards sustainability.

The Strategy followed the form and intent of the Western Australian State Sustainability Strategy (2003), and adopted the six visions:

- **Governance** - The City's system of governance is renowned for its responsiveness to sustainability issues, implementing effective and financially responsible programs, and supporting transparent and inclusive processes.
- **Global Contribution** - The City contributes to the solution of global sustainability issues - particularly climate change and threats to biodiversity and oil vulnerability.
- **Natural Resources** - Landscape, riverscape, biodiversity and other natural resources are conserved, managed and used sustainably for the common good. The community is involved in transparent and visionary management and planning processes.
- **Settlements** - The City is an attractive, liveable and equitable place to reside, and is innovative in its management of resources and wastes.
- **Community** - With its strong sense of place, the City's supportive networks are receptive to the diversity of local needs. As such, it can respond uniquely to the sustainability agenda.
- **Business** - Through facilitating dialogue and partnering with local business and community organisations, the City enables innovation and participation in sustainable development.

The structure of the original Sustainability Strategy was based on an Action Plan comprised of 102 actions across these six visions. This set the scene for implementation and engagement across the whole organisation and community, from 2006 to 2010.

Statement of Intent

The City’s statement of intent (December 2005) for sustainability is:

The City has recognised that actively pursuing sustainability leads to enhancing the quality of life and the prosperity of the community. This is achieved through a process of careful planning and decision-making that aims to prevent any harmful local and global effects of its actions (City of South Perth Sustainability Brochure 2006-2008).

Complementing this statement of intent, a **Sustainability Policy (P320)** was developed as an action from the Governance vision of the Strategy. This policy is a high-level, aspirational and cross organisation policy. It is to be referred to in conjunction with the Sustainability Strategy 2012 - 2015. Refer to [Appendix One](#) for the Policy P320 (adopted in March 2008).

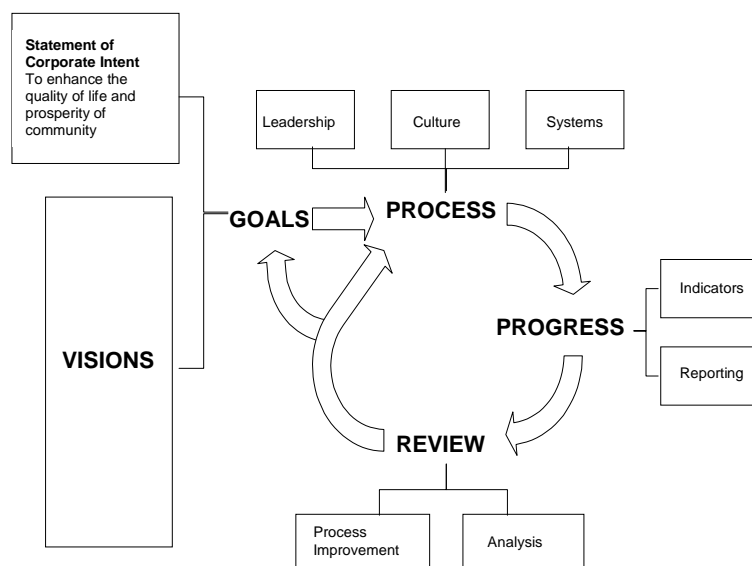
The policy’s primary objective is to deliver quality services for the wellbeing of its community and employees now and into the future. This also extends to assisting and facilitating the South Perth community in making more sustainable choices. The City chose the following parameters that are an extension of Triple Bottom Line (TBL) considerations:

- **Planning framework** - Town Planning Scheme (TPS6) and Metropolitan Region Scheme requirements, opportunities and constraints
- **Financial capacity** - Strategic Financial Plan and the constraints and opportunities of Annual Budgets
- **Social equity** - Communication and consultation with the community
- **Economic viability** - Local business economy, infrastructure, and macro economic influences on the City, business, ratepayers and residents
- **Environmental integrity** - Protection and enhancement of biological diversity, and maintaining ecological processes and life support systems.

Sustainability Framework

As mentioned previously, a Sustainability Framework was developed as part of the project brief to develop the City’s sustainability instruments. The project consultants (GHD) presented this Framework in their Stage 1 Report (page 9). The Framework is illustrated here (Figure 2) to demonstrate the representational concept of a sustainability framework at the highest organisational level. This Framework was designed to support the City in its efforts to develop not only the principles and processes of sustainability, but to assist in developing the structure and methodology for **being sustainable**.

Figure 2: Sustainability Framework - developed as Project Brief 2004

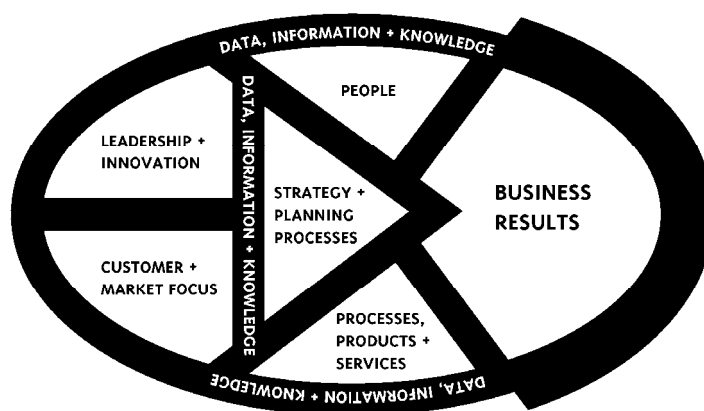


This Sustainability Framework was designed by incorporating the Australian Business Excellence Framework and organisational learning model (Figure 3). The Framework outlines:

- Goals (approach) What do we want to achieve?
- Process (deployment) How are we going to achieve it?
- Progress (results) How will we measure progress?
- Review (improvement) How will we respond to improve progress?

In addition to the development of the Sustainability Strategy and Action Plan, the GHD Project Brief also included the development of a draft Sustainability Management System (SMS), designed to **manage** the above Framework.

Figure 3: The Australian Business Excellence Framework



An over-arching framework is necessary to understand the business of the City and to more efficiently and effectively manage the strategies, policies, plans and operations in a systemic³ and systematic manner.

This Sustainability (Business Excellence) Framework is transferred to the Action Plan (Strategy G2.1) for this Sustainability Strategy 2012-2015, and will be re-defined in accordance with the City's current plans to develop a management systems approach (Corporate Plan 2011-2012).

It is suggested that this framework and associated management systems be incorporated into the City's Governance Framework.

³ Systemic thinking offers an innovative approach to looking at the world and the issues of sustainability in a broader, interdisciplinary and more relational way. Closely related to holistic and ecological thinking, systemic approaches help us shift our focus and attention from 'things' to processes, from static states to dynamics, and from 'parts' to 'wholes'.

Sustainability Principles

It is important to highlight the main principles of sustainability to guide and lead the City's efforts and actions, and to crystallise what sustainability means. In accordance with the State's Sustainability Framework (2003), the following principles for outcomes and process are listed below. These principles also reflect community expectations expressed in the City's Community Visioning process.

Foundation (or Outcome) principles:

Long-Term Economic Health

Sustainability recognises the needs of current and future generations for long-term economic health, innovation, diversity and productivity of the earth.

Equity and Human Rights

Sustainability recognises that an environment needs to be created where all people can express their full potential and lead productive lives and that significant gaps in sufficiency, safety and opportunity endanger the earth.

Biodiversity and Ecological Integrity

Sustainability recognises that all life has intrinsic value, is interconnected and that biodiversity and ecological integrity are part of the irreplaceable life support systems upon which the earth depends.

Community, Regions, 'Sense of Place' and Heritage

Sustainability recognises the significance and diversity of community and regions for the management of the earth, and the critical importance of 'sense of place' and heritage (buildings, townscapes, landscapes and culture) in any plans for the future.

Settlement Efficiency and Quality of Life

Sustainability recognises that settlements need to reduce their ecological footprint (ie. Less material and energy demands and reductions in waste), while they simultaneously improve their quality of life (health, housing, employment, community...).

Net Benefit from Development

Sustainability means that all development, and particularly development involving extraction of non-renewable resources, should strive to provide net environmental, social and economic benefit for future generations.

Common Good from Planning

Sustainability recognises that planning for the common good requires equitable distribution of public resources (like air, water and open space) so that natural carrying capacities are not exceeded and so that a shared resource is available to all.

Process principles:

Integration of the Triple Bottom Line

Sustainability requires that economic, social and environmental factors be integrated by simultaneous application of these principles, seeking mutually supportive benefits with minimal trade-offs.

Precaution

Sustainability requires caution, avoiding poorly understood risks of serious or irreversible damage to environmental, economic or social capital, designing for surprise and managing for adaptation.

Accountability, Transparency, and Engagement

Sustainability recognises that people should have access to information on sustainability issues, that institutions should have triple bottom line accountability, that regular sustainability audits of programs and policies should be conducted, and that public engagement lies at the heart of all sustainability principles.

Hope, Vision, Symbolic and Iterative Change

Sustainability recognises that applying these principles as part of a broad strategic vision for the earth can generate hope in the future, and thus it will involve symbolic change that is part of many successive steps over generations.

In addition, and for reference, the list below is a (not exhaustive) set of generic principles that also describe sustainable practice and behaviour:

- Strategic
- Long term view
- Proactive
- Accountable
- Inclusive
- Integrated
- Synergistic
- Diverse
- Equitable (fair treatment)
- Collaborative
- Partnerships
- Systemic
- Critical reflective thinking
- Innovative
- Think globally, act locally
- Precautionary Principle
- Adaptable
- Continuous improvement
- Intergenerational equity
- Natural capacity limits
- Honour human rights

Sustainability Strategy 2012 - 2015

The Sustainability Strategy and Action Plan 2012-2015 has been developed to integrate with the City's newly developed Strategic Plan 2010-2015. The six visions of the previous sustainability strategy are now synchronised with the Strategic Plan 2010-2015 and reflects the themes of:

Community, Environment, Housing & Land Uses, Places, Transport, Governance.

It is advised that when the City's Strategic Plan 2010-2015 (or other strategic direction document) is revised for future periods, the sustainability strategy be incorporated completely. That is to say, that the City's future strategic plans and documents be in themselves, a sustainable declaration and process.

A sustainability strategy Action Plan has been developed to continue the efforts of the City as a result of its previous and current commitments to sustainability, and is a cross-organisation Strategy and Action Plan. As mentioned above, it is advised that the next iteration of the Sustainability Strategy and Action Plan be completely incorporated into the City's strategic plans and documents.

As far as commitments and intention, the original statements stand for this document. The Action Plan is revised to integrate with the new themes.

The Sustainability Strategy and Action Plan 2012-2015 is managed by the CEO Directorate (Sustainability function), with all City departments committing to the intent of the Strategy, and committing to their respective areas of responsibility as they relate to the themes and specific actions of the Strategy and Action Plan.

Implementation, Monitoring and Performance Review

The implementation of this Strategy will be achieved through the Sustainability Action Plan 2012-2015 (below). The Sustainability Action Plan reflects the activities required to meet each of the Sustainability Strategy's themes and goals and is designed to bridge the gap between the original Sustainability Strategy and the City's current Strategic Plan. As expressed above, it is suggested that the next iteration of this document be fully integrated with the City's long term strategic planning (organisational) documents.

Measurement of performance will assess the progress and success of the Action Plan implementation. The Strategy Action Plan will be assessed and reported in accordance with the current requirements of the City's Strategic and Corporate Plans.

This Action Plan is a hybrid document, taking the more strategic focused elements (Strategy C1 etc) of the original Action Plan and synchronising with the Key Strategies of the City's Strategic and Corporate Plans. The Performance Measures are based on a four-year span.

The Action Plan describes:

- The Theme title and statement (from the Strategic Plan 2010-2015)
- the Strategy title (or subject area) and statement in the first column
- the Initiatives for each Strategy item, demonstrating integration with the Strategic Plan 2010-2015, where applicable

- the responsibility function - each strategy is listed to be coordinated by the Sustainability function, however, all parts of the organisation will be involved in and with the implementation of the Strategy where appropriate
- The Performance Measure is either outcome and process based where applicable, and will be the method of reporting at the strategic level
- More specific operational indicators have been developed for reference and are listed in Appendix Two - these may be applied where appropriate
- GRI Indicator - listed here as a generic guide only, for benchmarking and integration with other reporting instruments such as the Sustainability Assessment framework (in development).

(The 'Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide.

'In order to ensure the highest degree of technical quality, credibility, and relevance, the reporting framework is developed through a consensus-seeking process with participants drawn globally from business, civil society, labor, and professional institutions.

'This framework sets out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance.

'The cornerstone of the framework is the Sustainability Reporting Guidelines. The third version of the Guidelines – known as the G3 Guidelines - was published in 2006, and is a free public good.

'Other components of the framework include Sector Supplements (unique indicators for industry sectors) and National Annexes (unique country-level information) - (GRI Portal)'

The Global Reporting Index (GRI) indicators are high level and general in nature. In utilising a selection of performance indicators from the GRI guidelines, the City is not formally seeking accreditation to the GRI Principles and Reporting Framework. These are listed as reference and to guide the management of the Strategy).

To provide more specific indicators and to assist in the performance reporting process, a suite of indicators has been developed which may be applied at the operational level of this Sustainability Strategy and Action Plan ([Appendix Two](#)).

In addition, and again for reference, there is a selection of higher level, overall, generic 'outcome' measurement indicators available to the City, to support the Action Plan's performance. Examples are the Australian Conservation Foundation's (ACF) Sustainable Cities Index, and the Eco-Footprint concept, among others. It is recommended that this outcome measures be applied on an annual basis.

Sustainability Action Plan 2012-2015

The Action Plan 2006-2008 has been reviewed and revised and the key strategic initiatives have been transferred into the Action Plan below. In addition, a more strategic approach has been adopted, to integrate with the five year term (2010 - 2015) of the City's Strategic Plan. This Action Plan follows the format of the City's Corporate Plan 2011-2012. Initiatives highlighted in blue are represented in the Corporate Plan 2011-2012. All other initiatives are planned to be included in either future Corporate Plans or business/management plans. The listing of the City Sustainability Coordinator in the 'Responsibility' column relates to an administrative role on behalf of the implementation of the Action Plan and applies to those initiatives that are not the actual role and function of the City Sustainability Coordinator.

Figure 4: Sustainability Action Plan 2012 - 2015

COMMUNITY	Create opportunities for a safe, active and connected community.			
	Initiatives	Responsibility	Performance Measures	GRI Indicator *
<p>Strategy C1 - Education, Awareness & Sustainable Living</p> <p>Build social capacity and reduce human impacts on the environment.</p>	<p>C1.1 Develop and implement Sustainability awareness for community and staff.</p> <p>C1.2 Develop and implement a Sustainable Living Strategy and Program for the community (2.6.1 Corporate Plan 2011-2012).</p>	<p>Coordinated by Sustainability Function</p>	<p>C1.1 Annual staff survey to assess effectiveness of awareness program (process).</p> <p>C1.2 Annual community surveys to assess effectiveness of Program (process).</p>	<p>SO1 - Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.</p>
<p>Strategy C2 - Sustainable Business</p> <p>Build social capacity and reduce human impacts on the environment.</p>	<p>C2.1 Develop and implement a Sustainable Business Strategy and Program for the business community.</p>	<p>Coordinated by Sustainability Function</p>	<p>C2.1 Annual surveys to assess effectiveness of Program (process).</p> <p>C2.2 Number of businesses who have adopted sustainable practices (process).</p>	<p>SO1 - Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.</p>

ENVIRONMENT	Nurture and develop natural spaces and reduce the impact on the environment.			
	Initiatives	Responsibility	Performance Measures	GRI Indicator *
<p>Strategy E1 - Climate Change Response</p> <p>Reduce human impacts on the environment.</p>	<p>E1.1 Implement a Climate Change Strategy and Action Plan (2.5.2 Corporate Plan 2011-2012).</p>	<p>Coordinated by Sustainability Function</p>	<p>E1.1 Number of initiatives introduced (process).</p>	<p>EN16 - Total direct and indirect greenhouse gas emissions by weight.</p>
<p>Strategy E2 - Low Carbon Status</p> <p>Reduce human impacts on the environment.</p>	<p>E2.1 Determine a position as to an appropriate and suitable 'low carbon' status.</p>	<p>Coordinated by Sustainability Function</p>	<p>E2.1.1 Reduce greenhouse gas emissions by targets stated in Climate Change Strategy (process).</p> <p>E2.1.2 Change in carbon footprint status (outcome).</p>	<p>EN16 - Total direct and indirect greenhouse gas emissions by weight.</p>
<p>Strategy E3 - Resource Conservation</p> <p>Reduce human impacts on the environment.</p>	<p>E3.1 Develop guidelines as to suitable and appropriate materials use in operations (Sustainable Purchasing).</p> <p>E3.2 Investigate renewable and alternative energy sources for use in operations (Climate Change Strategy).</p> <p>E3.3 Implement actions from the Water Campaign (Climate Change Strategy and 2.3.1 Corporate Plan 2011-2012).</p> <p>E3.4 Develop and implement strategies for the protection and conservation of biodiversity (City Environment and 2.1.2 Corporate Plan 2010-2011).</p>	<p>Coordinated by Infrastructure Services with input as required by Sustainability Function</p>	<p>E3.1 - Review and adopt sustainable purchasing policies which provide guidance to the procurement and sustainable use of materials (process).</p> <p>E3.2 - Review, identify and prioritise renewable and alternative energy sources suitable for implementation into City operations (process).</p> <p>E3.3 - Progress to Milestone 5 (process).</p> <p>E3.4.1 - Review, identify and prioritise strategies for the</p>	<p>EN1 - Materials used by weight or volume.</p> <p>EN2 - Percentage of materials used that are recycled input materials.</p> <p>EN4 - Indirect energy consumption by primary source.</p> <p>EN7 - Initiatives to reduce indirect energy consumption and reductions achieved.</p> <p>EN8 - Total water withdrawal by source.</p> <p>EN11 - Location and size of land owned, leased, managed in , or adjacent to, protected areas and areas of high biodiversity value outside protected areas.</p> <p>EN12 - Description of significant impacts of activities, products,</p>

			<p>protection and conservation of biodiversity (process).</p> <p>E3.4.2 - Change in biodiversity measure such as NRM (to be determined) (outcome).</p>	<p>and services, on biodiversity in protected areas and areas of high biodiversity value outside protected areas.</p>
<p>Strategy E4 - Waste Management</p> <p>Reduce human impacts on the environment.</p>	<p>E4.1 Develop and implement a Waste Management Strategy and Action Plan (2.6.3 Corporate Plan 2011-2012).</p>	<p>Coordinated by Infrastructure Services with input as required by Sustainability Function</p>	<p>E4.1.1 - In conjunction with the Rivers Regional Council, implement waste management education program (process).</p> <p>E4.1.2 - Monitor total waste collected (process).</p>	<p>EN22 - Total weight of waste by type and disposal method.</p>
<p>HOUSING & LAND USE</p> <p>Accommodate the needs of a diverse and growing population with a planned mix of housing types and non-residential land uses.</p>				
	Initiatives	Responsibility	Performance Measures	GRI Indicator *
<p>Strategy H1 - Strategic Urban Planning</p> <p>Facilitation of a more sustainable urban future.</p>	<p>H1.1 Review and update strategic urban planning and development policies, strategies and plans, to include and embed sustainability principles and practices. (2.4.1, 3.1.1, 3.3.1 - 3.3.2 Corporate Plan 2011-2012).</p>	<p>Coordinated by Development & Regulatory Services with input as required by Sustainability Function</p>	<p>H1.1 - Number of developments that incorporate sustainability features (process).</p> <p>H1.2 - Review relevant Town Planning policies to incorporate sustainable development elements where appropriate (process).</p> <p>H1.3 - Raise awareness in the community and for developers, by the preparation of 'easy to read' brochures summarising 'sustainable development' policy, for public use (process).</p>	<p>EC8 - Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro-bono engagement.</p>

<p>Strategy H2 - Major Capital Works & Civic Developments</p> <p>Facilitation of a more sustainable urban future.</p>	<p>H2.1 Implement sustainability practices and processes, such as procurement (tenders), Sustainability Assessment and apply to major capital works.</p>	<p>Coordinated by Infrastructure Services with input as required by Sustainability Function</p>	<p>H2.1 - Value of sustainability work applied to major capital works (process).</p> <p>H2.2 - Determine annual savings of resources as a result of H2.1 (process).</p>	<p>EC8 - Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro-bono engagement.</p>
<p>Strategy H3 - Asset Management</p> <p>Facilitation of a more sustainable urban future.</p>	<p>H3.1 Apply ESD principles and practices to Civic assets and ensure that sustainability principles are embedded in the City's Asset Management Strategies and plans.</p>	<p>Coordinated by Sustainability Function</p>	<p>H3.1 - Review of Asset Management Plans to assess for inclusion of appropriate sustainability principles (process).</p>	<p>EC8 - Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro-bono engagement.</p>
<p>Strategy H4 - Ecologically sustainable development (ESD)</p> <p>Facilitation of a more sustainable urban future.</p>	<p>H4.1 ESD principles promoted to planning and development applicants.</p> <p>H4.2 Apply ESD principles and practices to the Civic Building stock - adopt the ECOSTAR program (2.4.2 Corporate Plan 2011-2012).</p>	<p>Coordinated by Development & Regulatory Services and Infrastructure Services, supported by Sustainability Function</p>	<p>H4.1 - Percentage of building stock with ESD (process).</p> <p>H4.2.1 - Percentage of civic building assets with ECOSTAR assessment (process).</p> <p>H4.2.2 - Identification of commercial partners for provision of ESD equipment for installation in CoSP developments (process).</p>	<p>EC8 - Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro-bono engagement.</p>

PLACES		Safe, vibrant and amenable places.			
	Initiatives	Responsibility	Performance Measures	GRI Indicator *	
<p>Strategy P1 - Major Capital Works, Civic Developments, and Infrastructure</p> <p>Facilitation of a more sustainable urban future.</p>	<p>P1.1 Implement and apply sustainability practices and processes, such as sustainable procurement (tenders) and Sustainability Assessment framework. (4.1 - 4.4 Corporate Plan 2011-2012).</p>	<p>Coordinated by Infrastructure Services with input as required by Sustainability Function</p>	<p>P1.1 - Number of sustainability assessments applied to major capital works, civic developments, and infrastructure (process).</p> <p>P1.2 - Identification and assessment of expenditure proposals from the Sustainable Infrastructure Fund (process).</p>	<p>EC8 - Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro-bono engagement.</p>	
TRANSPORT		Improve accessibility to a divers and interconnected mix of transport choices.			
	Initiatives	Responsibility	Performance Measures	GRI Indicator	
<p>Strategy T1 - Sustainable Transport</p> <p>Reduce human impacts on the environment.</p>	<p>T1.1 Provide support and input to the City's Sustainable Transport strategies, policies and plans, including fleet management (5.1 - 5.4 Corporate Plan 2011-2012).</p>	<p>Coordinated by Sustainability Function</p>	<p>T1.1 - Review transport policies, strategies, plans and practices for inclusion of sustainability (process).</p> <p>T1.2 - Identification of commercial partnering opportunities to promote electric vehicle use eg. Curtin (process).</p>	<p>EC8 - Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro-bono engagement.</p>	

GOVERNANCE	Ensure that the City's governance enables it to both respond to the community's vision and deliver on its service promises in a sustainable manner.			
	Initiatives	Responsibility	Performance Measures	GRI Indicator *
<p>Strategy G1 - Leadership and Organisational Development</p> <p>Promote integrated thinking amongst the City's Directorates and eliminate the silo approach.</p>	<p>G1.1 Incorporate research and work drafted to date, into the implementation of an integrated management system (6.1.2 Corporate Plan 2011-2012)</p> <p>G1.2 General implementation of sustainability across the organisation.</p>	<p>Coordinated by Governance & Administration Services with input as required by Sustainability Function</p>	<p>G1.1 - Staff surveys indicating results based on a positivity scale of effectiveness (process).</p> <p>G1.2 - Promotion of integration of activities between City Depts. That result in increased sustainability outcomes (process).</p>	<p>N/A</p>
<p>Strategy G2 - Governance Framework</p> <p>Ensure that the City's governance enables it to respond to the community's vision.</p>	<p>G2.1 Align and incorporate the developed Sustainability Framework into the City's overall Business Management Framework (6.1.1 Corporate Plan 2011-2012).</p> <p>G2.2 Review the Governance Framework to include the principles of a sustainable organisation.</p>	<p>Coordinated by Sustainability Function</p>	<p>G2.1 - Framework(s) developed, incorporated and utilised - evaluate by audit (process).</p> <p>G2.2 - Governance Framework revised, inclusion of sustainability, and published (process).</p>	<p>N/A</p>
<p>Strategy G3 - Sustainability Assessment</p> <p>Utilise a process that provides integrated advice to achieve net benefit outcomes.</p>	<p>G3.1 Develop and implement a Sustainable Assessment framework.</p>	<p>Coordinated by Sustainability Function</p>	<p>G3.1 - Evaluate the effective application of Sustainable Assessment process (process).</p>	<p>N/A</p>

<p>Strategy G4 - Sustainable Procurement</p> <p>Responsible and sustainable management of financial resources.</p>	<p>G4.1 Implement the Action Plan of the Sustainable Purchasing Strategy.</p>	<p>Coordinated by Sustainability Function</p>	<p>G4.1 - Sustainability procurement processes and practice implemented and communicated to relevant staff - evaluate by audit (process).</p>	<p>N/A</p>
<p>Strategy G5 - Economic Development</p> <p>Enhance opportunities to increase community economic activity.</p>	<p>G5.1 Develop and implement an Economic Development Strategy (3.2.1 Corporate Plan 2011-2012)</p>	<p>Coordinated by Governance & Administration Services with input as required by Sustainability Function</p>	<p>G5.1 - Economic Development Plan implemented (process).</p> <p>G5.2 - Promotion of benefits of sustainability actions in the business sector (process).</p>	<p>N/A</p>

* GRI Indicators:

Economic	EC
Environmental	EN
Social	SO

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Appendix One

ATTACHMENT 10.7.1(d)	
	<p>POLICY P320 Sustainability Policy</p> <p>Relevant Management Practice Nil</p> <p>Relevant Delegation Nil</p>
<p>Strategic Plan Goal Goal 3: Environmental Management</p>	
<p>Rationale</p> <p>The City of South Perth is a progressive local government with a primary objective to deliver quality services for the wellbeing of its community and employees now and into the future. This also extends to assisting and facilitating the South Perth community in making more sustainable choices.</p> <p>The City has recognised that actively pursuing sustainability leads to enhancing the quality of life and the prosperity of the community. This is achieved through a process of careful planning and decision-making that aims to prevent any harmful local and global effects of its actions.</p> <p>At the highest level, the City's Strategic Plan identifies the need to develop a strategic and operational direction for sustainability (Goal 3 Strategy 3.2).</p> <p>In response, the City has adopted a Sustainability Strategy 2006-2008 to guide future sustainable development by the City and community.</p> <p>The City's Sustainability Strategy defines sustainability as:</p> <p style="text-align: center;"><i>Enhancing the quality of life and prosperity of the community, and preventing the harmful local and global effects of its action through careful planning and decision making.</i></p> <p>The City has adopted the following parameters, consistently with Triple Bottom Line considerations:</p> <ul style="list-style-type: none"> • Planning framework - Town Plan Scheme No. 6 and Metropolitan Region Scheme requirements, opportunities and constraints; • Financial capacity - Strategic Financial Plan and the constraints and opportunities of Annual Budgets; • Social equity - Communication and consultation with the community; • Economic viability - Local business economy/viability and macro-economic influences on the City/business/residents; • Environmental integrity - Protection and enhancement of biological diversity and maintaining ecological processes and life support systems. <p>Policy</p> <p>To achieve a sustainable community and bring the City's operations in line with the sustainability requirements outlined in the City's Sustainability Strategy, the City will adopt practices that..</p> <ul style="list-style-type: none"> • Ensure that as a minimum, the City will comply with all relevant statutory obligations and in addition, the City will comply with the requirements of other initiatives to which it voluntarily subscribes, and through its terms of engagement will seek compliance by its contractors and suppliers. • Review and set objectives and targets each year that reflect the City's significant activities and stakeholder interests, and resource and implement an integrated Business Management system to achieve these. 	

ATTACHMENT 10.7.1(d)

- Develop an Action Plan that adequately reflects the economic, environmental and social goals of the City.
- Adopt working practices that minimise and monitor the effects that the City has on the environment and community.
- Educate and train staff about the sustainability objectives, targets, actions and procedures as applicable to their work, and through communications and terms of engagement, promote awareness and commitment from contractors and suppliers.
- Routinely monitor performance and promote continuous improvement through systematic management of City activities.
- Report publicly on an annual basis, the key characteristics of sustainability performance.
- Communicate this policy to all internal and interested external parties and make it available to the public through the City's website.
- Regularly review and update this policy.

Other Relevant Documents -

Strategic Plan 2004-2008
Sustainability Strategy 2006-2008
Sustainability Management System

Other Relevant Policies

P103 Communication and Consultation
P301 Sustainable Procurement
P302 Energy Conservation
P321 ESD Building Design

This policy was adopted by a resolution of Council meeting on 26 March 2008.

Appendix Two

Operational Performance Indicators:

Community - C1:

- Number of awareness packages delivered to staff
- Number of staff engagements with % of attendance
- Organisation energy and water consumption
- Organisation waste and greenhouse gas emission generation
- Number of community engagements
- Number of advisory group meetings and attendance

Community - C2:

- Number of households directly engaged in programs
- Number of events, seminars, workshops etc., delivered
- Community water and energy consumption
- Community waste and greenhouse gas emission generation

Community - C3:

- Number of businesses directly engaged in programs
- Number of events, seminars, workshops etc., delivered
- Business community energy and water consumption
- Business community waste and greenhouse gas emission generation

Environment - E1:

- Greenhouse gas emissions (weight)
- Percentage of completed actions from the Climate Change Strategy
- Percentage of completed actions from the Climate Change Adaptation Plan

Environment - E2:

- Number of carbon audits undertaken

Environment - E3:

- Population of a materials use register
- Changes to a register of materials usage
- Uptake of renewable energy resources
- Volume of potable water consumption
- Volume of groundwater extraction
- Types and condition of native vegetation
- Percentage of native bushland to total area
- Changes to local frog populations
- Occurrence of chlorophyll 'a', frequency of algal blooms
- Occurrence of dominant species in wetlands

Environment - E4:

- Types of waste generated
- Volumes and weights of waste generated
- Volume, weight and percentage of waste to landfill
- Volume, weight and percentage of waste streams recycled or re-used
- Number of contaminated sites identified and managed (legal requirement)

Housing and Land Use - H1:

- Percentage of cross-organisation consultation
- Number of Town Planning amendments that incorporate sustainable development
- Number of Councillor briefings on sustainable development

Housing and Land Use - H2:

- Percentage of cross-organisation consultation
- Percentage of projects with sustainability assessments

Housing and Land Use - H3:

- Percentage of Asset Management plans with application of sustainability

Housing and Land Use - H4:

- Percentage of planning and development applications with ESD
- Percentage of civic buildings with ESD

Places - P1:

- Percentage of cross-organisation consultation
- Percentage of projects with sustainability assessments

Transport - P1:

- Greenhouse gas emissions from fleet
- Percentage of staff using sustainable transport

Governance - G1:

- Number of awareness packages delivered to staff
- Percentage of roles with sustainability included in position descriptions
- Number of sustainability inductions delivered correlated with staff surveys
- Percentage of EMT/OMT where sustainability issues have been discussed
- Percentage progress toward implementation of BMS/IMS/RF
- Number of internal organisation audits
- Number of external, third party audits

Governance - G2:

- Number of awareness sessions on revised Framework

Governance - G3:

- Number of projects utilising the sustainability assessment framework
- Percentage of successful funding applications utilising the assessment framework

Governance - G4:

- Percentage of completed actions from the Sustainable Purchasing Strategy
- Percentage of contracts and tenders with sustainability requirements
- Percentage of identified staff that have received Sustainable Procurement training
- Percentage of suppliers that have received CoSP Sustainable Procurement advice

Governance - G5:

- Changes in economic structure (types of businesses etc)
- Changes in economic activity (numbers of businesses etc)