

2008/09 – 2012/13

The *Illawarra Sustainability Roadmap* started off the journey for Kiama, Shellharbour and Wollongong Councils to work together to embed the consideration of sustainability into all areas of Councils. This sustainability journey has continued into 2008 through the preparation and implementation of the Illawarra Sustainability Action Plan. This Plan consists of two parts outlined below:

Part 1: Action Plan

Section 5 of the *Illawarra Sustainability Roadmap* describes the ICLEI Triple Bottom Line Capacity Building Program which Kiama, Shellharbour and Wollongong Council have subscribed to in order to incorporate sustainability principles and considerations into Council processes and operations. ICLEI has recommended seven areas to continue the integration of sustainable processes across the Illawarra. These areas will be used to categorise actions in this plan for each council and include:

1. Sustainability Awareness , Training and Organisational Commitment
2. Sustainability Planning, Reporting and Monitoring
3. Resource and Budget Allocations
4. Policy, Project and Program development
5. Strategic Planning and Development Assessment
6. Procurement and Contracts
7. Council Assets and Infrastructure Design, Development and Management

Part 2: *Illawarra Sustainability Roadmap* indicator targets (pp 44 of *Illawarra Sustainability Roadmap* outlines each indicator).

The objectives of this Illawarra Sustainability Action Plan are to:

- Research and formulate strategies to facilitate the integration of sustainability into the planning and reporting frameworks of Kiama, Shellharbour and Wollongong Councils;
- Research and formulate strategies to facilitate the integration of sustainability considerations into operations at each Council;
- Develop measurable Illawarra Sustainability Roadmap indicator targets; and
- Foster collaboration and partnerships, within and between Councils and the community, to develop, implement, and evaluate strategies and programs.

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ILLAWARRA SUSTAINABILITY ACTION PLAN

1. SUSTAINABILITY AWARENESS, TRAINING AND ORGANISATION COMMITMENT

Number	Topic	Action /Strategy	Council
1.1	Sustainability Management Framework/ Working Group	- Develop a management framework which clearly defines roles and responsibilities. - Establish a steering committee broadly representing the entire organisation.	KMC
		- Investigate the best methods to incorporate sustainability in Councils corporate system and report findings to executive.	WCC
		- Review and improve sustainability working group and terms of reference to ensure that all aspects of sustainability are adequately covered. - Ensure that membership is cross-departmental and that all business units across Council are adequately represented. - Establish a meeting schedule, such as quarterly, and develop an agenda with regular standing items. - Develop and implement reporting framework for the sustainability advisory committee/working group (to inform both staff and Council).	SCC
1.2	Sustainability Policy	- Develop a Sustainability Policy statement - Review Council reporting format to include sustainability statement based upon agreed sustainability criteria.	KMC
		- Review and improve the current sustainability policy statement that outlines Council's commitment to sustainability and should include the agreed understanding of sustainability. - Adopt improved sustainability policy.	WCC
		- Develop and adopt a sustainability policy that outlines Council's commitment to sustainability and should include the agreed understanding of sustainability.	SCC
1.3	Management Commitment	- Directors to have line responsibility for delivery of the sustainability action plan.	KMC
		- Incorporate sustainability criteria and KPIs into job descriptions/ position descriptions/ contracts of directors and executive managers. - Incorporate sustainability criteria and KPIs into job descriptions/ position descriptions/ contracts \ of divisional managers.	WCC

Number	Topic	Action /Strategy	Council
		- Incorporate sustainability criteria and KPIs into job descriptions/ position descriptions of middle managers and permanent staff.	
		- Incorporate sustainability criteria and KPIs into contracts of directors and executive managers. - Incorporate sustainability criteria and KPIs into contracts of divisional managers. - Incorporate sustainability criteria and KPIs into contracts of middle managers. - Include sustainability as a standing item on all management meeting agendas.	SCC
1.4	Sustainability Training and Awareness	- Develop an introductory sustainability module for delivery at induction training and to all staff at staff meetings. - Develop or purchase a sustainability training package for delivery to managers. - Develop or purchase a sustainability training package for delivery to all staff.	KMC
		- Survey staff to benchmark knowledge of sustainability. - Incorporate sustainability principles into corporate staff induction program. - Develop practical and relevant case studies communicated through staff newsletters outlining how staff from various business units can/have incorporated sustainability into their jobs. - Develop and implement specialised training for staff outlining how to integrate sustainability principles to their jobs, ensuring training is incorporated into HR training records and Training Needs Analysis Calender. - Develop and implement a training program for all staff on how to fill out the report templates and how to appropriately consider sustainability criteria.	WCC
		- Develop practical and relevant case studies outlining how staff from various business units have incorporated sustainability into their jobs. - Develop and implement specialised training for staff outlining how to integrate sustainability principles to their jobs. - Develop and implement a training program for planners on how to appropriately weight sustainability criteria when assessing a development application. - Develop and implement a training program for all staff on how to fill out the report templates and how to appropriately consider sustainability criteria - Undertake refresher sustainability training for staff.	SCC
1.5	Sustainability Performance	- Include sustainability requirement in Directors work plans. - Include a generic sustainability statement in all job descriptions. - Include specific sustainability requirements in job descriptions and work plans where appropriate.	KMC

Number	Topic	Action /Strategy	Council
		<ul style="list-style-type: none"> - Incorporate sustainability criteria into performance management system for executive, divisional managers, middle managers and all staff. - Integrate sustainability criteria and KPIs into management plan, business plan and individual work plans. 	WCC
		<ul style="list-style-type: none"> - Incorporate sustainability criteria into performance management system for executive, divisional and middle managers. - Integrate sustainability criteria and KPIs into individual job/position descriptions and work plans. - Incorporate sustainability criteria into performance management system for all staff. 	SCC
1.6	Communication of Sustainability	<ul style="list-style-type: none"> - Develop a coordinated communication strategy including: <ul style="list-style-type: none"> - Internal e-news - Internal sustainability contact/information kit - Website - External promotion of Council projects/achievements. - Brochures and information material for internal and external distribution. 	KMC
		<ul style="list-style-type: none"> - Develop a holistic internal communication strategy, - Incorporate sustainability as a regular item in staff newsletter including case studies as outlined in action. - Develop a sustainability intranet zone. - Develop a sustainability contact list for staff to access if they have any questions/comments relating to sustainability. - Develop a holistic external communication strategy 	WCC
		<ul style="list-style-type: none"> - Develop a sustainability intranet zone. - Develop and implement consistent sustainability branding for all sustainability communications. - Develop a sustainability contact list for staff to access if they have any questions/comments relating to sustainability. - Develop a holistic external communication strategy to ensure that sustainability messages are consistent. 	SCC
1.7	Community Engagement	<ul style="list-style-type: none"> - Review and develop an inclusive Community Engagement Strategy to further incorporate sustainability criteria. - Review and improve methods of reviewing community input/comments. 	WCC

Number	Topic	Action /Strategy	Council
		<ul style="list-style-type: none"> - Develop an inclusive Community Engagement Strategy – incorporating a forward planning framework to be proactive instead of reactive. - Review and improve methods of reviewing community input/comments. 	SCC

2. SUSTAINABILITY PLANNING, REPORTING AND MONITORING

Number	Topic	Action /Strategy	Council
2.1	Alignment of Planning and Reporting	<ul style="list-style-type: none"> - Implement DLG Integrated Planning & Reporting Requirements. - Develop and implement a comprehensive community consultation program aligned to the DLG Integrated Planning & Reporting requirements. - Formally report on sustainability to MANEX on a quarterly basis. 	KMC
		<ul style="list-style-type: none"> - Implement DLG Integrated Planning requirements for the strategic plan. - Implement DLG Integrated Planning requirements for the management/corporate plan. - Implement DLG Integrated Planning requirements for business plans. - Implement DLG reporting requirements, i.e. annual report. - Ensure that DLG Integrated Planning requirements are incorporated into workplans, where appropriate. 	WCC and SCC
2.2	Strategic Sustainability Indicators	<ul style="list-style-type: none"> - Include sustainability principles in the corporate strategic and integrated plans. - Compile baseline data on agreed indicators. - Seek funding to validate via community survey as a component of the communication program. 	KMC
		<ul style="list-style-type: none"> - Incorporate the Strategic Sustainability Indicators are into the strategic plan, where appropriate, ensuring alignment with DLG integrated planning requirements. - Review and improve the Illawarra Sustainability Roadmap Indicators where necessary. - Incorporate the Illawarra Sustainability Roadmap Action Plan into the management plan. - Implement systems/processes to ensure ongoing measurement and reporting Sustainability Indicators as determined the Management Plan; ensuring alignment with DLG integrated planning requirements. 	WCC and SCC
2.3	Sustainability Assessment Criteria	<ul style="list-style-type: none"> - Develop sustainability criteria to be used as a formal assessment tool across the organisation including Council reports, project feasibility and town planning. - Adopt and implement criteria based assessment for all significant projects. 	KMC
2.4	ICLEI Triple Bottom Line Capacity Building Program	<ul style="list-style-type: none"> - Consider the completion of the program. 	KMC
		<ul style="list-style-type: none"> - Complete the Data Management module of the ICLEI Triple Bottom Line Capacity Building Program by June 2009. - Complete the Sustainability Reporting Framework module of the ICLEI Triple Bottom Line 	WCC and SCC

Number	Topic	Action /Strategy	Council
		Capacity Building Program by June 2009. - Complete the TBL Tool Development module of the ICLEI Triple Bottom Line Capacity Building Program by June 2009.	
2.5	Formal Decisions of Council and Executive	- Review sustainability assessment criteria present in reporting frameworks to Council and Executive and update. - Develop guidelines and/or elearning training module for staff on report templates, including guides for assessing sustainability criteria and who to contact if they have difficulties. - Develop guidelines and training for executive/Council for effectively assessing sustainability considerations.	WCC
		- Incorporate sustainability assessment criteria and weightings into reporting frameworks. - Develop guidelines and training for staff on filling out report templates, including guides for assessing sustainability criteria and who to contact if they have difficulties. - Develop guidelines and training for executive/Council for effectively assessing sustainability considerations.	SCC
2.6	Risk Management and Reporting	- Integrate sustainability criteria into current processes and reporting frameworks. - Incorporate sustainability criteria/considerations into risk matrix process/system.	WCC
		- Integrate sustainability criteria into current processes and reporting frameworks.	SCC
2.7	Coordinated Service Improvement	- Further incorporate sustainability criteria into Coordinated Service Improvement projects.	WCC

3. RESOURCES AND BUDGET ALLOCATIONS

Number	Topic	Action /Strategy	Council
3.1	Budget Allocations and Sustainability Funding	<ul style="list-style-type: none"> - Identify and review existing sustainability commitments and develop prioritised implementation funding program. - Investigate potential to establish seed funding through a quarterly budget review. - Include budget allocation to an internally restricted sustainability fund. - Include budget allocation for comprehensive community consultation. - Identify ongoing sustainability funding in the long term financial plan. - Identify ongoing community consultation funding in the long term financial plan. 	KMC
		<ul style="list-style-type: none"> - Review and improve the sustainability criteria in the budget templates and tools to ensure better consideration of sustainability in all budget bids. - Develop a process to realistically quantify savings achieved from implementing projects to improve sustainability (such as water/energy efficiency). - Develop guidelines and training for staff on filling out budget templates and tools to ensure adequate consideration of sustainability. 	WCC
		<ul style="list-style-type: none"> - Improve the sustainability criteria in the budget templates and tools to ensure better consideration of sustainability in all budget bids. - Develop a process to realistically quantify savings achieved from implementing projects to improve sustainability (such as water/energy efficiency). - Develop guidelines and training for staff on filling out budget templates and tools to ensure adequate consideration of sustainability. 	SCC
3.2	Revolving Sustainability Fund	<ul style="list-style-type: none"> - Establish a revolving sustainability fund to finance sustainability initiatives. - Establish a NGACS revolving fund across the Illawarra as specified in the successful Food and Biodiversity for Climate Change grant application. 	WCC
		<ul style="list-style-type: none"> - Investigate potential for savings from sustainability initiatives to maintain sustainability fund. - Actively seek grant funding for sustainability initiatives consistent with Council's direction and in consideration of Council's overall resources. - Consider an environmental levy to support the fund. 	KMC
3.3	Ethical Investment	<ul style="list-style-type: none"> - Align policy with minister's charter on ethical investment. 	SCC

4. POLICY, PROJECT AND PROGRAM DEVELOPMENT

Number	Topic	Action /Strategy	Council
4.1	Policy	<ul style="list-style-type: none"> - Review Strategic and Management Plans to include sustainability definition and principles. - Ensure integration of sustainability principles in future integrated plans. 	KMC
4.2	Projects and Programs	<ul style="list-style-type: none"> - Implement the Business Treading Lightly program at Blue Haven Retirement Village. - Implement the Water Saving Action Plan recommendations. - Progressively implement the recommendations of energy audits of Council's assets. - Further develop and implement the actions identified in Council's Waste Reduction Policy. - Support the activities of the Kiama Sustainable Community Project. - Implement Cities for Climate Protection Action Plan 	KMC
		<ul style="list-style-type: none"> - Implement actions to reduce water and energy usage across priority sites in accordance with WESAPs. - Establish working group to address Indicator number 7 of the <i>Illawarra Sustainability Roadmap</i>, further investigate indicator and target/s. Develop indicator target/s. 	WCC
		<ul style="list-style-type: none"> - Review and improve current processes and procedures and program templates to incorporate with DLG Integrated planning requirements. - Implement actions to reduce water and energy usage across priority sites in accordance with WESAPs . - Develop and implement a waste reduction policy. - Implement actions to reduce waste generation across priority sites in accordance with waste reduction policy. 	SCC
4.3	Sustainability /Environmental Management System	<ul style="list-style-type: none"> - Incorporate sustainability criteria into a reviewed Sustainability/Environmental Management System. - Develop and implement a waste reduction policy as part of the Sustainability/ Environmental Management System. - Implement actions to reduce waste generation across priority sites in accordance with waste reduction policy. 	WCC

5. STRATEGIC PLANNING AND DEVELOPMENT ASSESSMENT

Number	Topic	Action /Strategy	Council
5.1	Policy	- Integrate sustainability into Strategic & Development Planning.	KMC
		- Develop overarching sustainability aims into consolidated DCP. - Review and improve Waste DCP incorporating sustainability principles. - Incorporate Social Impact Assessment criteria into the Consolidated DCP.	WCC
		- Review and improve Waste DCP to better incorporate sustainability principles. - Development of overarching, consistent aims and objectives e.g. walkways, open space and adequate infrastructure into policies and plans. - Integrate sustainability criteria into policies.	SCC
5.2	Processes and training	- Review and upgrade processes and documents to ensure compliance with sustainability objectives	KMC
		- Update processes, templates and systems to allow for adequate recording and consideration of sustainability criteria including BASIX rating and Greenhouse Index.	WCC
		- Update processes, templates and systems to allow for adequate recording and consideration of sustainability criteria. - Improve notice of determination to ensure full consideration of sustainability and to record appropriate sustainability information.	SCC
5.3	Consents	- Assess developments against sustainability criteria. - Review development conditions to incorporate sustainability criteria.	KMC
5.4	Customer Service	- Develop a beyond basix fact sheet for community to encourage them to incorporate a greater level of sustainability into building design rather than simply complying with legislation. - Review and improve current packages and fact sheets given to the community to include advice regarding sustainable development.	WCC
		- Develop a beyond basix fact sheet for community to encourage them to incorporate a greater level of sustainability into building design rather than simply complying with legislation. - Review and improve current packages and fact sheets given to the community to include advice regarding sustainable development.	SCC

6. PROCUREMENT AND CONTRACTS

Number	Topic	Action /Strategy	Council
6.1	Purchasing	<ul style="list-style-type: none"> - Review purchasing policies and procedures to include consideration of: - Whole of life approach - Upstream sustainability (suppliers) - Adopted sustainability criteria 	KMC
		<ul style="list-style-type: none"> - Assess and update current Purchasing Policy to incorporate sustainability criteria as reviewed annually. - Incorporate Sustainability criteria into compliance program inline with reviewed purchasing policy (as per action 6.1.2). - Develop a Sustainable Purchasing policy to fulfill the requirement of S88 waste levy payment and ensure that consideration is given to environmental performance of suppliers, environmental performance of goods/services etc. - Review and further develop checklists and guidelines available to staff via the intranet to ensure sustainable purchasing where possible. - Support the continuation of the Southern Councils Group procurement group. 	WCC
		<ul style="list-style-type: none"> - Investigate options with Finance for enhanced integration of sustainability criteria. - Develop a Sustainable Purchasing policy to fulfill the requirement of S88 waste levy payment and ensure that consideration is given to environmental performance of suppliers, environmental performance of goods/services etc. - Develop checklists and guidelines to ensure that staff make sustainable purchasing choices where possible. - Support the continuation of the Southern Councils Group procurement group and establish terms of reference. 	SCC
6.2	Contracts, contract evaluation, tendering and tender evaluation	<ul style="list-style-type: none"> - Integrate sustainability principles into all tender documentation. - Include sustainability criteria in tender evaluation. - Integrate sustainability principles into all contract documentation. - Include sustainability criteria in contract performance evaluation. 	KMC

Number	Topic	Action /Strategy	Council
		<ul style="list-style-type: none"> - Review/ incorporate sustainability criteria into current policies, processes and templates. - Review/ incorporate sustainability criteria into assessment processes and templates. - Develop and implement training, guideline and tools to integrate sustainability into tender assessment and contract documents. (E.g. guidelines for assessing sustainability criteria). 	WCC
		<ul style="list-style-type: none"> - Incorporate sustainability criteria into current policies, processes and templates. - Incorporate sustainability criteria into assessment processes and templates. - Develop a rating system for consideration of sustainability criteria in all tender and contract documents. - Develop guidelines for the consideration of sustainability criteria. 	SCC
6.3	Fleet	<ul style="list-style-type: none"> - Review fleet vehicle and plant policies to include sustainability principles including the feasibility of a fuel selection policy. 	KMC
		<ul style="list-style-type: none"> - Incorporate sustainability principles into Vehicle Management Policy as reviewed annually. - Assess truck and other heavy plant purchasing to incorporate sustainability principals into purchasing/ maintenance. - Develop and implement training and guidelines for the incorporation of sustainability principles in the purchasing/ maintenance of truck and other heavy plant. 	WCC
		<ul style="list-style-type: none"> - Incorporate sustainability principles into current fleet policy, including fuel/ vehicle selection criteria. - Assess truck and other heavy plant purchasing to incorporate sustainability principals into purchasing/ maintenance 	SCC

7. COUNCIL ASSETS AND INFRASTRUCTURE DESIGN, DEVELOPMENT AND MANAGEMENT

Number	Topic	Action /Strategy	Council
7.1	Asset Design	- Integrate sustainability principles into council building and asset design.	KMC
		- Incorporate sustainability criteria, including life cycle costs into design specifications, construction materials and processes and checklists. - Review and incorporate sustainability criteria into asset briefing, risk and environmental impact assessment processes.	WCC
		- Incorporate sustainability criteria, including life cycle costs into design specifications and checklists. - Review and improve forward capital works program to ensure better integrations of sustainability criteria. - Incorporate sustainability criteria into risk and environmental impact assessment processes.	SCC
7.2	Asset Construction	- Review and improve processes and design specifications to further include reference to the Waste Not DCP. - Review and improve construction process and EMPS for major projects to better incorporate sustainability.	WCC
		- Improve processes and specifications for recycling and reuse during the construction phase. - Develop guidelines for staff on recycling and reuse during the construction phase. - Improve construction process and EMPS for major projects to better incorporate sustainability.	SCC
7.3	Asset operation, management and maintenance	- Integrate sustainability principles and criteria into asset management. - Progressively undertake energy audits of Council's assets. - Report on feasibility of replacement of street lighting with energy efficient street lighting. - Report on feasibility of installation of alternate energy sources for Council buildings and sports field lighting.	KMC

Number	Topic	Action /Strategy	Council
		<ul style="list-style-type: none"> - Incorporate sustainability principles into asset management plans. - Improve management and maintenance procedures to extend the life of assets. - Incorporate maintenance and other lifecycle costs into budgets for newly constructed assets. - Develop a policy to ensure that sustainability is considered when retrofitting assets. - Develop guidelines and criteria for staff on sustainable retrofitting. 	WCC
		<ul style="list-style-type: none"> - Incorporate sustainability principles into asset management plans. - Improve management and maintenance procedures to extend the life of assets. - Incorporate maintenance costs are allocated to operating costs of new developments, including full life cycle cost considerations. - Develop a policy to ensure that sustainability is considered when retrofitting assets. - Develop guidelines and criteria for staff on sustainable retrofitting. - Incorporate sustainability criteria into technical specifications and asset maintenance procedures. 	SCC

Appendices 2: Kiama Municipal Council



Sustainability Action Plan

2008/09 – 2012/13

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LEGEND

GM	=	General Manager
DSCS	=	Director Strategic & Commercial Services
DES	=	Director Environmental Services
DEW	=	Director Engineering & Works
DOCS	=	Director of Community Services
MHR	=	Manager Human Resources
MCS	=	Manager Corporate Services
MDA	=	Manager Development Assessment
MPE	=	Manager Parks & Environment
EO	=	Environmental Officer
MLO	=	Media Liaison Officer
AMBH	=	Administration Manager Blue Haven
EDO	=	Economic Development Officer
MCSD	=	Manager Community Support and Development
MEH	=	Manager Environment and Health
MIT	=	Manager Information Technology
MSP	=	Manager Strategic Planning

PART 1: ACTION PLAN

1. SUSTAINABILITY AWARENESS, TRAINING AND ORGANISATION COMMITMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
1.1	Sustainability Management Framework/ Working Group	1.1.1 Develop a management framework which clearly defines roles and responsibilities. 1.1.2 Establish a steering committee broadly representing the entire organisation.	DSCS	DSCS	x					Goal: Good Governance, Objective (1), Objective (2) Goal: Good Governance, Objective (1), Objective (2)
1.2	Sustainability Policy	1.2.1 Develop a Sustainability Policy statement 1.2.2 Review Council reporting format to include sustainability statement based upon agreed sustainability criteria.	GM DSCS	DSCS Directors	x			x		Goal: Good Governance, Objective (1) Goal: Good Governance, Objective (1)
1.3	Management Commitment	1.3.1 Directors to have line responsibility for delivery of the sustainability action plan.	GM	Directors	x	x	x	x	x	Goal: Good Governance, Objective (5), Goal: Sound Financial and Resource Management, Objective (5)
1.4	Sustainability Training and Awareness	1.4.1 Develop an introductory sustainability module for delivery at induction training and to all staff at staff meetings. 1.4.2 Develop or purchase a sustainability training package for delivery to managers. 1.4.3 Develop or purchase a sustainability training package for delivery to all staff.	DSCS DSCS DSCS	EO MHR EO MHR EO MHR	x	x	x	x	x	Goal: Sound Financial and Resource Management, Objective (5) Goal: Sound Financial and Resource Management, Objective (5) Goal: Sound Financial and Resource Management, Objective (5)

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
1.5	Sustainability Performance	1.5.1 Include sustainability requirement in Directors work plans.	GM	Directors		x	x	x	x	Goal: Sound Financial and Resource Management, Objective (5), Goal: Good Governance, Objective (5)
		1.5.2 Include a generic sustainability statement in all job descriptions.	DSCS	MHR		x	x	x	x	Goal: Sound Financial and Resource Management, Objective (5), Goal: Good Governance, Objective (5)
		1.5.3 Include specific sustainability requirements in job descriptions and work plans where appropriate.	DSCS	MHR (Steering Committee)		x	x	x	x	Goal: Sound Financial and Resource Management, Objective (5), Goal: Good Governance, Objective (5)
1.6	Communication of Sustainability	1.6.1 Develop a coordinated communication strategy including: <ul style="list-style-type: none"> o Internal e-news o Internal sustainability contact/information kit o Website o External promotion of Council projects/achievements. o Brochures and information material for internal and external distribution. 	DSCS	EO (Media Liaison Officer)		x	x	x	x	Goal: Good Governance, Objective (1), Objective (4), Goal: A Vibrant and Diverse Economy, Objective (3)

2. SUSTAINABILITY PLANNING, REPORTING AND MONITORING

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
2.1	Alignment of Planning and Reporting	2.1.1 Implement DLG Integrated Planning & Reporting Requirements.	GM	DSCS			X	X	X	Goal: Good Governance, Objective (2), Objective (3)
		2.1.2 Develop and implement a comprehensive community consultation program aligned to the DLG Integrated Planning & Reporting requirements.	GM	DSCS		X	X	X		Goal: Good Governance, Objective (2), Objective (3), Objective (4)
		2.1.3 Formally report on sustainability to MANEX on a quarterly basis.	DSCS	EO	X	X	X	X	X	Goal: Good Governance, Objective (2), Objective (5)
2.2	Strategic Sustainability Indicators	2.2.1 Include sustainability principles in the corporate strategic and integrated plans.	GM	Directors			X	X	X	Goal: Good Governance, Objective (2), Objective (3)
		2.2.2 Compile baseline data on agreed indicators.			X					Goal: A Sustainable Environment, Objective (4)
		2.2.3 Seek funding to validate via community survey as a component of the communication program.				X			X	Goal: Community Cohesion and Wellbeing, Objective (2)
2.3	Sustainability Assessment Criteria	2.3.1 Develop sustainability criteria to be used as a formal assessment tool across the organisation including Council reports, project feasibility and town planning.	DSCS	Steering Committee		X				Goal: Good Governance, Objective (1)
		2.3.2 Adopt and implement criteria based assessment for all significant projects.	GM	Directors			X	X	X	Goal: Good Governance, Objective (1)
2.4	ICLEI Triple Bottom Line Capacity Building Program	2.4.1 Consider the completion of the program.	DSCS, DES	EO	X					Goal: A Sustainable Environment, Objective (4)

3. RESOURCE AND BUDGET ALLOCATIONS

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
3.1	Budget Allocations and Sustainability Funding	3.1.1 Identify and review existing sustainability commitments and develop prioritised implementation funding program.	DES	EO	x					Goal: Sound Financial and Resource Management, Objective (1), Objective (2)
		3.1.2 Investigate potential to establish seed funding through a quarterly budget review.	GM	MCS	x					Goal: Sound Financial and Resource Management, Objective (1), Objective (2)
		3.1.3 Include budget allocation to an internally restricted sustainability fund.	GM	MCS		x				Goal: Sound Financial and Resource Management, Objective (1), Objective (2)
		3.1.4 Include budget allocation for comprehensive community consultation.	GM	MCS		x	x			Goal: Sound Financial and Resource Management, Objective (1), Objective (2)
		3.1.5 Identify ongoing sustainability funding in the long term financial plan.	GM	MCS		x				Goal: Sound Financial and Resource Management, Objective (1), Objective (2)
		3.1.6 Identify ongoing community consultation funding in the long term financial plan.	GM	MCS		x				Goal: Sound Financial and Resource Management, Objective (1), Objective (2)
3.2	Revolving Sustainability Fund	3.2.1 Investigate potential for savings from sustainability initiatives to maintain sustainability fund.	DSCS	MCS	x					Goal: Sound Financial and Resource Management, Objective (1), Objective (2)
		3.2.2 Actively seek grant funding for sustainability initiatives consistent with Council's direction and in consideration of Council's overall resources.	Directors	Steering Committee	x	x	x	x	x	Goal: Sound Financial and Resource Management, Objective (1), Objective (2)
		3.2.3 Consider an environmental levy to support the fund.	DSCS	MCS						Goal: Sound Financial and Resource Management, Objective (1),

4. POLICY, PROJECT AND PROGRAM DEVELOPMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
4.1	Policy	4.1.1 Review Strategic and Management Plans to include sustainability definition and principles.	GM	DSCS		X				Goal: Good Governance, Objective (2), Objective (3)
		4.1.2 Ensure integration of sustainability principles in future integrated plans.	GM	DSCS			X	X	X	Goal: Good Governance, Objective (2), Objective (3)
4.2	Projects and Programs	4.2.1 Implement the Business Treading Lightly program at Blue Haven Retirement Village.	GM	AMBH	X	X	X	X	X	Goal: A Sustainable Environment, Objective (3)
		4.2.2 Implement the Water Saving Action Plan recommendations.	Directors	Steering Committee	X	X	X			Goal: A Sustainable Environment, Objective (5)
		4.2.3 Progressively implement the recommendations of energy audits of Council's assets.	DES	EO			X	X	X	Goal: A Sustainable Environment, Objective (1)
		4.2.4 Further develop and implement the actions identified in Council's Waste Reduction Policy.				X	X	X	X	Goal: A Sustainable Environment, Objective (3)
		4.2.5 Support the activities of the Kiama Sustainable Community Project.			X	X	X	X	X	Goal: A Sustainable Environment, Objective (4)
		4.2.6 Implement Cities for Climate Protection Action Plan			X	X	X	X	X	Goal: A Sustainable Environment, Objective (1)

5. STRATEGIC PLANNING AND DEVELOPMENT ASSESSMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
5.1	Policy	5.1.1 Integrate sustainability into Strategic & Development Planning.	DES	MDA	x	x	x	x	x	Goal: A Sustainable Environment, Objective (2)
5.2	Consents	5.2.1 Assess developments against sustainability criteria.	DES	MDA		x	x			Goal: A Sustainable Environment, Objective (2)
		5.2.2 Review development conditions to incorporate sustainability criteria.				x	x			Goal: A Sustainable Environment, Objective (2)
5.3	Processes and training	5.3.1 Review and upgrade processes and documents to ensure compliance with sustainability objectives.	DES	MDA	x	x				Goal: A Sustainable Environment, Objective (2)

6. PROCUREMENT AND CONTRACTS

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
6.1	Purchasing	6.1.1 Review purchasing policies and procedures to include consideration of: <ul style="list-style-type: none"> o Whole of life approach o Upstream sustainability (suppliers) o Adopted sustainability criteria 	DEW	MPE		X	X	X	X	Goal: Good Governance, Objective (1)
6.2	Contracts, contract evaluation, tendering and tender evaluation	6.2.1 Integrate sustainability principles into all tender documentation.	DEW (Directors)	MPE (Steering Committee)		X	X	X	X	Goal: Good Governance, Objective (1)
		6.2.2 Include sustainability criteria in tender evaluation.					X	X	X	Goal: Good Governance, Objective (1)
		6.2.3 Integrate sustainability principles into all contract documentation.	DEW (Directors)	MPE (Steering Committee)		X	X	X	X	Goal: Good Governance, Objective (1)
		6.2.4 Include sustainability criteria in contract performance evaluation.					X	X	X	Goal: Good Governance, Objective (1)
6.3	Fleet	6.3.1 Review fleet vehicle and plant policies to include sustainability principles including the feasibility of a fuel selection policy.	DEW	MPE		X	X	X	X	Goal: Good Governance, Objective (1)

7. COUNCIL ASSETS AND INFRASTRUCTURE DESIGN, DEVELOPMENT AND MANAGEMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
7.1	Asset design	7.1.1 Integrate sustainability principles into council building and asset design.	DEW (Directors)	MPE (Steering Committee)		x	x	x	x	Goal: Quality Facilities, Services and Infrastructure, Objective (1)
7.3	Asset operation, management and maintenance	7.3.1 Integrate sustainability principles and criteria into asset management.	DEW (Directors)	MPE (Steering Committee)		x	x	x	x	Goal: Quality Facilities, Services and Infrastructure, Objective (1)
		7.3.2 Progressively undertake energy audits of Council's assets.	DEW	MPE		x	x	x	x	Goal: Quality Facilities, Services and Infrastructure, Objective (1)
		7.3.3 Report on feasibility of replacement of street lighting with energy efficient street lighting.	DEW	MPE	x					Goal: Quality Facilities, Services and Infrastructure, Objective (1)
		7.3.4 Report on feasibility of installation of alternate energy sources for Council buildings and sports field lighting.	DEW	MPE	x	x				Goal: Quality Facilities, Services and Infrastructure, Objective (1)

PART 2: ILLAWARRA SUSTAINABILITY ROADMAP INDICATORS TARGETS: KIAMA MUNICIPAL COUNCIL

<i>Illawarra Sustainability Roadmap Indicator</i> (page reference to <i>Illawarra Sustainability Roadmap</i>)	Target	Responsibility
Indicator No. 1 (pg 44) Utilisation of Rec and Com Facilities and Participation in Cultural Activities	Establish baseline data via community survey conducted in 2009/10.	MANEX (MPE)
Indicator No. 2 (pg 45) Community Perception of Safety	Establish baseline data via community survey conducted in 2009/10.	MANEX (MCSD)
Indicator No. 3 (pg 45) Crime	NSW State Plan - reduce property crime by 15% by 2016 and reduce violent crime by 10% by 2016.	MCSD
Indicator No. 4 (pg 45) Voluntary Community Involvement (in Council activities)	Clearly define the voluntary activities to be involved in data collection. Establish a data system to capture and record data (June 2009). Establish a baseline once data collection has commenced (June 2010).	MEH MCSD
Indicator No. 5 (pg 46) Greenhouse Gas Emissions	20% reduction in Council CO2 emissions by June 2010 from baseline 2001/2002 15% reduction in community CO2 emissions by June 2010 from baseline 1996.	MEH
Indicator No. 6 (pg 47) Water Consumption	40% reduction in Council's Sydney Water water consumption by June 2010 from Sydney Water baseline 2002/03.	MPE
Indicator No. 7 (pg 47) Vegetation	Establish base data from 2008 aerial photographs by June 2010. Update KMC mapping system for endangered ecological communities as they become known.	MIT
Indicator No. 8 (pg 47) Resource Recovery	An increase in recycling of municipal waste from baseline 26% to 66% in 2014 Increased recycling of commercial and industrial waste from baseline 28% to 63% in 2014 Increased recycling of construction and demolition waste from baseline 65% to 76% in 2014.	MEH
Indicator No. 9 (pg 48) Beach Water Quality	100% compliance with Sydney Water criteria for all beaches.	MEH

<i>Illawarra Sustainability Roadmap Indicator</i> (page reference to <i>Illawarra Sustainability Roadmap</i>)	Target	Responsibility
Indicator No. 10 (pg 48) BASIX Certificates	Not Applicable.	N/A
Indicator No. 11 (pg 49) Infrastructure Renewal Backlog	Complete Asset Management Plan by June 2009.	DEW
Indicator No. 12 (pg 49) Infrastructure Asset Renewal Expenditure	Dependent upon Indicator 11 and budget allocation.	DEW
Indicator No. 13 (pg 49) Capital Expenditure/Depreciation Ratio	As above.	DEW
Indicator No.14 (pg50) Unemployment	Establish effective data collection system in conjunction with Illawarra Regional Information Service by June 2009.	EDO
Indicator No. 15 (pg 50) Local Employment	% Growth in Local jobs from 2006 Census. Reduction in % people commuting out of the area from 2006 Census.	EDO
Indicator No. 16 (pg 50) Landuse and Employment Lands	Monitor and evaluate changes in Land use and Employment lands from the 2008 Department of Planning base data.	MSP
Indicator No. 17 (pg 51) Council's Services and Facilities	Establish baseline customer satisfaction from 2009/10 Survey.	DOCS
Indicator No. 18 (pg 51) Community Engagement	Establish comprehensive Community Consultation process in line with DLG Integrated Planning and Reporting requirements by June 2010.	DSCS
Indicator No. 19 (pg1) Rates and Annual Charges / Revenue from Continuing Operations	Maintain at less than 35%.	MCS
Indicator No. 20 (pg 52) Development Assessment Determinations	Meet legislative requirements.	MDA
Indicator No. 21 (pg 52) Staff Turnover	Implement all elements of the 2008 Workforce Plan by June 2009.	MHR
Indicator No. 22 (pg 52) Staff Injuries	Zero lost time injuries.	MHR



Sustainability Action Plan

2008/09 – 2012/13

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LEGEND

GM	=	General Manager
CS	=	Communications and Strategy
INFR	=	Infrastructure
CP	=	City Planning
CCLS	=	Community, Cultural and Library Services
ER	=	Environment and Recreation
FIN	=	Finance
CW	=	City Works
RE	=	Regulation and Enforcement
TA	=	Technology and Administration
HR	=	Human Resources
CPP	=	Commercial Projects and Property
FFSA	=	Financial Sustainability Steering Committee
ORA	=	Organisational Reform Approach

PART 1: ACTION PLAN

1. SUSTAINABILITY AWARENESS, TRAINING AND ORGANISATIONAL COMMITMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
1.1	Sustainability Management Framework/ Working Group	1.3.1 Investigate the best methods to incorporate sustainability in Councils corporate system and report findings to executive.	ER, CS	CS	x					1. City Leadership, 7. Corporate Support
1.2	Sustainability Policy	1.4.1 Review and improve the current sustainability policy statement that outlines Council's commitment to sustainability and should include the agreed understanding of sustainability.	CS ER CCLS	CS	x	x				7. Corporate Support
		1.4.2 Adopt improved sustainability policy.	CS ER CCLS	CS	x	x				7. Corporate Support
1.3	Management Commitment	1.5.1 Incorporate sustainability criteria and KPIs into job descriptions/ position descriptions/ contracts of directors and executive managers.	HR, Executive	HR					x	1. City Leadership, Function 1.3: Corporate Strategy
		1.5.2 Incorporate sustainability criteria and KPIs into job descriptions/ position descriptions/ contracts \ of divisional managers.	HR, Executive	HR					x	1. City Leadership , Function 1.3: Corporate Strategy
		1.5.3 Incorporate sustainability criteria and KPIs into job descriptions/ position descriptions of middle managers and permanent staff.	Divisional Managers	HR					x	1. City Leadership , Function 1.3: Corporate Strategy

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)	
					08/09	09/10	10/11	11/12	12/13		
1.4	Sustainability Training and Awareness	1.4.1	Survey staff to benchmark knowledge of sustainability.	HR, CS, ER, CCLS	HR		x				7. Corporate Support, Function 7.4: People & Learning
		1.4.2	Incorporate sustainability principles into corporate staff induction program.	ER HR, CCLS	ER		x				7. Corporate Support, Function 7.4: People & Learning
		1.4.3	Develop practical and relevant case studies communicated through staff newsletters outlining how staff from various business units can/have incorporated sustainability into their jobs.	ER	ER			x			7. Corporate Support, Function 7.4: People & Learning
		1.4.4	Develop and implement specialised training for staff outlining how to integrate sustainability principles to their jobs, ensuring training is incorporated into HR training records and Training Needs Analysis Calender.	ER, CCLS, HR	ER			x			7. Corporate Support, Function 7.4: People & Learning
		1.4.5	Develop and implement a training program for all staff on how to fill out the report templates and how to appropriately consider sustainability criteria.	ER, CCLS			x				7. Corporate Support, Function 7.4: People & Learning
1.5	Sustainability Performance	1.5.1	Incorporate sustainability criteria into performance management system for executive, divisional managers, middle managers and all staff.	HR, Executive	HR					x	7. Corporate Support, Function 7.4: People & Learning
		1.5.2	Integrate sustainability criteria and KPIs into management plan, business plan and individual work plans.							x	1. City Leadership, Function 1.1 Strategic City Planning

1.6	Communication of Sustainability	1.6.1	Develop a holistic internal communication strategy,	CS	CS	x					1. City Leadership, Function 1.4: Communications, Action ID no. 1.4.1.1
		1.6.2	Incorporate sustainability as a regular item in staff newsletter including case studies as outlined in action.	CS, ER	CS	x	x	x	x	x	1. City Leadership, Function 1.4: Communications
		1.6.3	Develop a sustainability intranet zone.	ER, TA, CS	CS					x	1. City Leadership, Function 1.4: Communications
		1.6.4	Develop a sustainability contact list for staff to access if they have any questions/comments relating to sustainability.	ER	ER		x				3. Environment and Conservation
		1.6.5	Develop a holistic external communication strategy incorporating sustainability criteria.	CS	CS	x					1. City Leadership, Function 1.4: Communications, Action ID no. 1.4.1.1
1.7	Community Engagement	1.7.1	Review and develop an inclusive Community Engagement Strategy to further incorporate sustainability criteria.	CS	CS	x					1. City Leadership, 1.5: Community Engagement, Action ID no. 1.5.1.1
		1.7.2	Review and improve methods of reviewing community input/comments.	CS	CS	x	x	x	x	x	1. City Leadership, Function 1.5: Community Engagement

2. SUSTAINABILITY PLANNING, REPORTING AND MONITORING

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
2.1	Alignment of Planning and Reporting	2.1.1 Implement DLG Integrated Planning requirements for the strategic plan.	Executive	Executive			x			1. City Leadership, Function 1.1 Strategic City Planning, Action ID no. 1.1.1.1
		2.1.2 Implement DLG Integrated Planning requirements for the management/corporate plan.	Executive	Executive				x		1. City Leadership, Function 1.1 Strategic City Planning, Action ID no. 1.1.1.1
		2.1.3 Implement DLG Integrated Planning requirements for business plans.	Executive, Divisional managers	Executive					x	1. City Leadership, Function 1.1 Strategic City Planning, Action ID no. 1.1.1.1
		2.1.4 Implement DLG reporting requirements, i.e. annual report.	Executive	Executive					x	1. City Leadership, Function 1.1 Strategic City Planning, Action ID no. 1.1.1.1
		2.1.5 Ensure that DLG Integrated Planning requirements are incorporated into workplans, where appropriate.	Divisional managers, middle Managers	Divisional Managers					x	1. City Leadership, Function 1.1 Strategic City Planning, Action ID no. 1.1.1.1
2.2	Strategic Sustainability Indicators	2.2.1 Incorporate the Strategic Sustainability Indicators are into the strategic plan, where appropriate, ensuring alignment with DLG integrated planning requirements.	Executive, ER, CCLS, CS	CS	x	x	x			1. City Leadership, Function 1.1: Strategic City Planning, Action ID no. 1.1.1.2
		2.2.2 Review and improve the Illawarra Sustainability Roadmap Indicators where necessary.	ER, CCLS	ER, CCLS,					x	1. City Leadership, Function 1.1 Strategic City Planning
		2.2.3 Incorporate the Illawarra Sustainability Roadmap Action Plan into the management plan.	CS	CS	x	x	x	x	x	1. City Leadership, Function 1.1 Strategic City Planning
		2.2.4 Implement systems/processes to ensure ongoing measurement and reporting	CS	CS	x	x	x	x	x	1. City Leadership, Function 1.1 Strategic City Planning

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
		Sustainability Indicators as determined the Management Plan; ensuring alignment with DLG integrated planning requirements.								
2.4	ICLEI Triple Bottom Line Capacity Building Program	2.4.1 Complete the Data Management module of the ICLEI Triple Bottom Line Capacity Building Program by June 2009.	ER	ER	x					3. Environment and Conservation, Function 3.3: Environmental Education, Action ID no. 3.3.1.1
		2.4.2 Complete the Sustainability Reporting Framework module of the ICLEI Triple Bottom Line Capacity Building Program by June 2009.	ER	ER	x					3. Environment and Conservation, Function 3.3: Environmental Education, Action ID no. 3.3.1.1
		2.4.3 Complete the TBL Tool Development module of the ICLEI Triple Bottom Line Capacity Building Program by June 2009.	ER	ER	x					3. Environment and Conservation, Function 3.3: Environmental Education, Action ID no. 3.3.1.1
2.5	Formal Decisions of Council and Executive	2.5.1 Review sustainability assessment criteria present in reporting frameworks to Council and Executive and update.	ER, CS	CS				x		7. Corporate Support
		2.5.2 Develop guidelines and/or elearning training module for staff on report templates, including guides for assessing sustainability criteria and who to contact if they have difficulties.	ER, CCLS, CS, TA	CS	x	x	x	x	x	7. Corporate Support, Function 7.4: People & Learning
		2.5.3 Develop guidelines and training for executive/Council for effectively assessing sustainability considerations.	ER, CCLS, CS	CS						7. Corporate Support, Function 7.4: People & Learning
2.6	Risk Management and Reporting	2.6.1 Integrate sustainability criteria into current processes and reporting frameworks.	HR	HR				x		7. Corporate Support, Function 7.2: Corporate Governance Function 7.4: People & Learning
		2.6.2 Incorporate sustainability criteria/considerations into risk matrix process/system.	HR	HR				x		7. Corporate Support, Function 7.2: Corporate Governance Function 7.4: People & Learning

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
2.7	Coordinated Service Improvement	2.7.1 Further incorporate sustainability criteria into Coordinated Service Improvement projects.	CS, FFSC, ORA	CS	x	x	x			1. City Leadership, Function 1.2: Financial Strategy & Asset Management

3. RESOURCES AND BUDGET ALLOCATIONS

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
3.1	Budget Allocations	3.1.1 Review and improve the sustainability criteria in the budget templates and tools to ensure better consideration of sustainability in all budget bids.	ER, FIN	FIN		x	x			7. Corporate Support
		3.1.2 Develop a process to realistically quantify savings achieved from implementing projects to improve sustainability (such as water/energy efficiency).	ER, FIN	ER	x	x				3. Environment and Conservation
		3.1.3 Develop guidelines and training for staff on filling out budget templates and tools to ensure adequate consideration of sustainability.	FIN, ER	FIN		x	x			7. Corporate Support
3.2	Revolving Sustainability Fund	3.2.1 Establish a revolving sustainability fund to finance sustainability initiatives.	FIN, ER	ER		x	x			3. Environment and Conservation
		3.2.2 Establish a NGACS revolving fund across the Illawarra as specified in the successful Food and Biodiversity for Climate Change grant application.	WCC, KMC, SCC	WCC		x	x	x		3. Environment and Conservation

4. POLICY, PROJECT AND PROGRAM DEVELOPMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
4.2	Projects and programs	4.2.1 Implement actions to reduce water and energy usage across priority sites in accordance with WESAPs.	Facility managers as defined in WESAP's	ER	X	X	X	X	X	3. Environment and Conservation, Function 3.3: Environmental, Action ID no. 3.3.3.2
		4.2.2 Establish working group to address Indicator number 7 of the <i>Illawarra Sustainability Roadmap</i> , further investigate indicator and target/s. Develop indicator target/s.	ER	ER	X					3. Environment and Conservation
4.3	Sustainability /Environmental Management System	4.3.1 Incorporate sustainability criteria into a reviewed Sustainability/Environmental Management System.	INFR	INFR		X	X	X	X	2. Development Management, Function 2.1: Development Assessment & Compliance, Action ID no. 2.1.1.2
		4.3.2 Develop and implement a waste reduction policy as part of the Sustainability/ Environmental Management System.	CW, ER	CW				X		3. Environment and Conservation, Function 3.5 Waste Management
		4.3.3 Implement actions to reduce waste generation across priority sites in accordance with waste reduction policy.	CW, ER	CW				X	X	3. Environment and Conservation, Function 3.5 Waste Management

5. STRATEGIC PLANNING AND DEVELOPMENT ASSESSMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)	
					08/09	09/10	10/11	11/12	12/13		
5.1	Policy	5.1.1	Develop overarching sustainability aims into consolidated DCP.	CP	CP	x					1. City Leadership, Function 1.1 Action/ID no. 1.1.4.3
		5.1.2	Review and improve Waste DCP incorporating sustainability principles.	CP, ER	CP	x					1. City Leadership, Function 1.1 Action/ID no. 1.1.4.3
		5.1.3	Incorporate Social Impact Assessment criteria into the Consolidated DCP.	CP	CP	x					1. City Leadership, Function 1.1 Action/ID no. 1.1.4.3
5.3	Processes and training	5.3.1	Update processes, templates and systems to allow for adequate recording and consideration of sustainability criteria including BASIX rating and Greenhouse Index.	CP	CP		x				2. Development Management, Program Goal
5.4	Customer Service	5.4.1	Develop a beyond basix fact sheet for community to encourage them to incorporate a greater level of sustainability into building design rather than simply complying with legislation.	CP, ER	ER		x				2. Development Management, Program Goal
		5.4.2	Review and improve current packages and fact sheets given to the community to include advice regarding sustainable development.	CP	CP		x				2. Development Management, Program Goal

6. PROCUREMENT AND CONTRACTS

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
6.1	Purchasing	6.1.1 Assess and update current Purchasing Policy to incorporate sustainability criteria as reviewed annually.	FIN, ER, CCLS	FIN		X				7. Corporate Support, Function 7.3 Organisation Services, Action/Projects ID no. 7.3.1.5
		6.1.2 Incorporate Sustainability criteria into compliance program inline with reviewed purchasing policy (as per action 6.1.2).	FIN, ER	FIN		X				7. Corporate Support, Function 7.3 Organisation Services, Action/Projects ID no. 7.3.1.5
		6.1.3 Develop a Sustainable Purchasing policy to fulfill the requirement of S88 waste levy payment and ensure that consideration is given to environmental performance of suppliers, environmental performance of goods/services etc.	ER	ER		X				3. Environment and Conservation
		6.1.4 Review and further develop checklists and guidelines available to staff via the intranet to ensure sustainable purchasing where possible.	ER, CCLS, FIN, IT	FIN			X			7. Corporate Support, Function 7.3 Organisation Services, Action/Projects ID no. 7.3.1.5
		6.1.5 Support the continuation of the Southern Councils Group procurement group.	FIN	FIN	X	X	X	X	X	7. Corporate Support, Function 1.6: Partnerships, Strategy 1.6.2.1
6.2	Contracts, contract evaluation, tendering and tender evaluation	6.2.1 Review/ incorporate sustainability criteria into current policies, processes and templates.	TA, ER, CCLS	TA			X			7. Corporate Support, Function 7.3: Organisational Services
		6.2.2 Review/ incorporate sustainability criteria into assessment processes and templates.	TA, ER, CCLS	TA			X			7. Corporate Support, Function 7.3: Organisational Services
		6.2.3 Develop and implement training, guideline and	TA, ER, CCLS	ER			X			7. Corporate Support,

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
		tools to integrate sustainability into tender assessment and contract documents. (E.g. guidelines for assessing sustainability criteria).								Function 7.3: Organisational Services
6.3	Fleet	6.3.1 Incorporate sustainability principles into Vehicle Management Policy as reviewed annually.	FIN, ER	FIN	x					7. Corporate Support, Function 7.3 Organisation Services, Action/Projects ID no. 7.3.6.1
		6.3.2 Assess truck and other heavy plant purchasing to incorporate sustainability principals into purchasing/ maintenance.	ER, CW	CW			x	x		7. Corporate Support, Function 7.3: Organisational Services
		6.3.3 Develop and implement training and guidelines for the incorporation of sustainability principles in the purchasing/ maintenance of truck and other heavy plant.	ER, CW	ER		x				7. Corporate Support, Function 7.3: Organisational Services

7. COUNCIL ASSETS AND INFRASTRUCTURE DESIGN, DEVELOPMENT AND MANAGEMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
7.1	Asset Design	7.1.1 Incorporate sustainability criteria, including life cycle costs into design specifications, construction materials and processes and checklists.	Client, ER, CCLS, INFR	INFR		X				1. City leadership, Function 1.2: Financial Strategy & Asset Management, 6. Infrastructure
		7.1.2 Review and incorporate sustainability criteria into asset briefing, risk and environmental impact assessment processes.	ER INFR	INFR		X				1. City leadership, Function 1.2: Financial Strategy & Asset Management, 6. Infrastructure
7.2	Asset Construction	7.2.1 Review and improve processes and design specifications to further include reference to the Waste Not DCP.	ER, INFR	INFR		X				1. City leadership, Function 1.2: Financial Strategy & Asset Management, 6. Infrastructure
		7.2.2 Review and improve construction process and EMPS for major projects to better incorporate sustainability.	ER INFR	INFR			X			1. City leadership, Function 1.2: Financial Strategy & Asset Management, 6. Infrastructure
7.3	Asset operation, management and maintenance	7.3.1 Incorporate sustainability principles into asset management plans.	INFR, ER, CCLS	INFR	X	X	X			1. City Leadership, Function 1.2: Financial Strategy and Asset Management, Strategy no. 1.2.3
		7.3.2 Improve management and maintenance procedures to extend the life of assets.	INFR	INFR	X	X	X			1. City Leadership, Function 1.2: Financial Strategy and Asset Management, Strategy no. 1.2.3
		7.3.3 Incorporate maintenance and other lifecycle	INFR, FIN	INFR, CW, FIN,	X	X	X	X	X	1. City leadership, Function 1.2: Financial Strategy &

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
		costs into budgets for newly constructed assets.		ER						Asset Management, 6. Infrastructure
		7.3.4 Develop a policy to ensure that sustainability is considered when retrofitting assets.	ER INFR	ER		x				3. Environment and Conservation
		7.3.5 Develop guidelines and criteria for staff on sustainable retrofitting.	ER, CCLS, INFR	ER		x				3. Environment and Conservation

PART 2: ILLAWARRA SUSTAINABILITY ROADMAP INDICATORS TARGETS: WOLLONGONG CITY COUNCIL

<i>Illawarra Sustainability Roadmap</i> Indicator (page reference to <i>Illawarra Sustainability Roadmap</i>)	Target	Responsibility
Indicator No. 1 (pg 44) Utilisation of Rec and Com Facilities and Participation in Cultural Activities	i. See Management Plan 2008- 2012 for targets as they vary for each specific facility/activity	CCLS ER CS
Indicator No. 2 (pg 45) Community Perception of Safety	ii. 2008/ 2009 - 30% completely safe and 95% mostly safe (Management Plan 2008 – 2012 pp 69) iii. 35% completely safe and 95% mostly (Management Plan 2008-2012 pp69)	CCLS
Indicator No. 3 (pg 45) Crime	i. NSW State Plan - reduce property crime against households by 15% by 2016 and reduce violent crime towards individuals by 10% by 2016.	CCLS
Indicator No. 4 (pg 45) Voluntary Community Involvement (in Council activities)	i. Establish a baseline in 2008 /2009 (Management Plan 2008-2012 pp 69) ii. Baseline plus 2% by 2011/2012 (Management Plan 2008-2012 pp 69)	CCLS, ER
Indicator No. 5 (pg 46) Greenhouse Gas Emissions	i. Emissions reduction goal of 20% by 2010, based on baseline year of 1995-1996 - as part of the Cities for Climate Protection Program.	ER
Indicator No. 6 (pg 47) Water Consumption	i. Water consumption reduction goal of 20% by 2010, based on baseline year of 2000-2001 as part of the Water Campaign.	ER
Indicator No. 7 (pg 47) Vegetation	i. Establish a working group to effectively address this Sustainability Indicator and develop indicator target/s (June 2009). See Category 4 of WCC Action Plan.	ER
Indicator No. 8 (pg 47) Resource Recovery	i. An increase in recycling of municipal waste from baseline 26% to 66% in 2014 ii. Increased recycling of commercial and industrial waste from baseline 28% to 63% in 2014 iii. Increased recycling of construction and demolition waste from baseline 65% to 76% in 2014.	INFR
Indicator No. 9 (pg 48) Beach Water Quality	i. 100% compliance for all beaches (June 2010)	ER
Indicator No. 10 (pg 48)	i. Establish and/or review existing data collection systems (for example pathway) to allow for	CP

<i>Illawarra Sustainability Roadmap</i> Indicator (page reference to <i>Illawarra Sustainability Roadmap</i>)	Target	Responsibility
BASIX Certificates	<ul style="list-style-type: none"> ii. the effective capture and retrieval of BASIX certificate water, thermal and energy scores for all Council processed development assessments. Target Date 08/09 iii. Establish baseline data. Target date 09/10 iv. Monitor BASIX score ratings annually against 09/10 baseline. iv. Benchmark data against SCC and KMC where appropriate once data becomes available. 	
Indicator No. 11 (pg 49) Infrastructure Renewal Backlog	<ul style="list-style-type: none"> i. Target to be developed in conjunction with the development of the 2009-2013 Management Plan. 	INFR
Indicator No. 12 (pg 49) Infrastructure Asset Renewal Expenditure	<ul style="list-style-type: none"> i. Target to be developed in conjunction with the development of the 2009-2013 Management Plan. 	INFR
Indicator No. 13 (pg 49) Capital Expenditure/Depreciation Ratio	<i>NOTE: this indicator is not going to be used by WCC so did not assess</i>	
Indicator No.14 (pg50) Unemployment	<ul style="list-style-type: none"> i. State target: maintain equal or lower than the Australian average through 2014. The NSW average unemployment rate based on ABS census 2006 – 2007 was 5%. 	CS
Indicator No. 15 (pg 50) Local Employment	<ul style="list-style-type: none"> i. Target to be developed in conjunction with the development of the 2009-2013 Management Plan. 	CS
Indicator No. 16 (pg 50) Landuse and Employment Lands	<ul style="list-style-type: none"> i. Measure the quantity of land for each zoning type annually. ii. Calculate the proportion of land, land area and land area change annually. iii. Monitor proportion of land, land area and land area change against previous years. 	CP
Indicator No. 17 (pg 51) Council's Services and Facilities	<ul style="list-style-type: none"> i. 75% of people surveyed are satisfied with Council's services and facilities by category in 2008/2009 (Management plan 2008 – 2012). ii. 90% of people surveyed are satisfied with Council's services and facilities by category in 2011/2012 (Management plan 2008 – 2012). 	CS
Indicator No. 18 (pg 51) Community Engagement	<ul style="list-style-type: none"> i. 2008/2009 - 75% (Management Plan 2008-2012) ii. 2011/2012 - 80% (Management Plan 2008-2012) 	CS
Indicator No. 19 (pg1) Rates and Annual Charges / Revenue from Continuing Operations	<ul style="list-style-type: none"> i. Target to be developed in conjunction with the development of the 2009-2013 Management Plan. 	FIN
Indicator No. 20 (pg 52) Development Assessment	<ul style="list-style-type: none"> i. 40 days (net), (Management Plan 2008-2012) 	CP

<i>Illawarra Sustainability Roadmap</i> Indicator (page reference to <i>Illawarra Sustainability Roadmap</i>)	Target	Responsibility
Determinations		
Indicator No. 21 (pg 52) Staff Turnover	i. 2008 /2009 target 5% (Management Plan 2008-2012) ii. 2011/ 2012 target 5% (Management Plan 2008-2012)	HR
Indicator No. 22 (pg 52) Staff Injuries	i. 2008/2009 target 22.5 lost time injury frequency rate (LTIFR) (Management Plan 2008-2012) ii. 2011/2012 target 15 LTIFR (Management Plan 2008-2012)	HR



Sustainability Action Plan

2008/09 – 2012/13

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PART 1: ACTION PLAN: SHELLHARBOUR CITY COUNCIL

1. SUSTAINABILITY AWARENESS, TRAINING AND ORGANISATIONAL COMMITMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
1.1	Sustainability Management Framework/ Working Group	1.1.1 Review and improve sustainability working group and terms of reference to ensure that all aspects of sustainability are adequately covered.	Peter O'Rouke	Peter O'Rouke	x					Organisation, Corporate Planning Organisation, Corporate leadership & Governance
		1.1.2 Ensure that membership is cross-departmental and that all business units across Council are adequately represented.	Peter O'Rouke	Peter O'Rouke	x					Organisation, Corporate Planning Organisation, Corporate leadership & Governance
		1.1.3 Establish a meeting schedule, such as quarterly, and develop an agenda with regular standing items.	Peter O'Rouke	Peter O'Rouke	x					Organisation, Corporate Planning Organisation, Corporate leadership & Governance
		1.1.4 Develop and implement reporting framework for the sustainability advisory committee/working group (to inform both staff and Council).	Peter O'Rouke	Peter O'Rouke	x					Organisation, Corporate Planning Organisation, Corporate leadership & Governance
1.2	Sustainability Policy	1.2.1 Develop and adopt a sustainability policy that outlines Council's commitment to sustainability and should include the agreed understanding of sustainability.	Peter Masterson, Peter O'Rouke	Peter Masterson, Peter O'Rouke	x					Organisation, Organisational Development
1.3	Management	1.3.2 Incorporate sustainability criteria and KPIs into	Peter Masterson,	Peter		x				Organisation, Organisational

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
	Commitment	contracts of directors and executive managers.	Peter O'Rouke	Masterson, Peter O'Rouke						Development
		1.3.3 Incorporate sustainability criteria and KPIs into contracts of divisional managers.	Peter Masterson, Peter O'Rouke	Peter Masterson, Peter O'Rouke		x				Organisation, Organisational Development
		1.3.4 Incorporate sustainability criteria and KPIs into contracts of middle managers.	Peter Masterson, Peter O'Rouke	Peter Masterson, Peter O'Rouke		x				Organisation, Organisational Development
		1.3.5 Include sustainability as a standing item on all management meeting agendas.	Peter O'Rouke	Peter O'Rouke		x				Organisation, Corporate Planning
1.4	Sustainability Training and Awareness	1.4.3 Develop practical and relevant case studies outlining how staff from various business units have incorporated sustainability into their jobs.	Mick Fields/	Mick Fields		x				Organisation, Information Technology, Organisation, Organisational Development
		1.4.4 Develop and implement specialised training for staff outlining how to integrate sustainability principles to their jobs.	Mick Fields	Mick Fields		x				Organisation, Information Technology, Organisation, Organisational Development
		1.4.5 Develop and implement a training program for planners on how to appropriately weight sustainability criteria when assessing a development application.	Max Boenisch	Max Boenisch		x				Organisation, Information Technology, Organisation, Organisational Development
		1.4.6 Develop and implement a training program for all staff on how to fill out the report templates and how to appropriately consider sustainability criteria	Mick Fields	Mick Fields		x				Organisation, Information Technology, Organisation, Organisational Development
		1.4.7 Undertake refresher sustainability training for staff.	Mick Fields	Mick Fields		x				Organisation, Information Technology, Organisation, Organisational Development
1.5	Sustainability Performance	1.5.4 Incorporate sustainability criteria into performance management system for	Peter O'Rouke	Peter O'Rouke		x				Organisation, Organisational Development

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
		executive, divisional and middle managers.								
		1.5.5 Integrate sustainability criteria and KPIs into individual job/position descriptions and work plans.	HR Dept	Peter O'Rourke		x				Organisation, Organisational Development
		1.5.6 Incorporate sustainability criteria into performance management system for all staff.	HR Dept	Peter O'Rourke		x				Organisation, Organisational Development
1.6	Communication of Sustainability	1.6.1 Develop a sustainability intranet zone.	Mick Fields/ Neryl East	Mick Fields/ Neryl East		x				Organisation, Communication and Events
		1.6.2 Develop and implement consistent sustainability branding for all sustainability communications.	Mick Fields/ Neryl East	Mick Fields/ Neryl East		x				Organisation, Communication and Events
		1.6.3 Develop a sustainability contact list for staff to access if they have any questions/comments relating to sustainability.	Mick Fields/ Neryl East	Mick Fields/ Neryl East	x					Organisation, Communication and Events
		1.6.4 Develop a holistic external communication strategy to ensure that sustainability messages are consistent.	Mick Fields/ Neryl East	Mick Fields/ Neryl East		x				Organisation, Communication and Events
1.7	Community Engagement	1.7.1 Develop an inclusive Community Engagement Strategy – incorporating a forward planning framework to be proactive instead of reactive.	Community Engagement Team	Peter O'Rourke	x					Organisation, Communication and Events
		1.7.2 Review and improve methods of reviewing community input/comments.	Community Engagement Team	Peter O'Rourke		x				Organisation, Communication and Events

2. SUSTAINABILITY PLANNING, REPORTING AND MONITORING

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
2.1	Alignment of Planning and Reporting	2.2.1 Implement DLG Integrated Planning requirements for the strategic plan.	Peter Masterson	Peter Masterson		x	x			Organisation, Corporate Planning, Organisation, Corporate Leadership & Governance
		2.2.2 Implement DLG Integrated Planning requirements for the management/corporate plan.	Peter Masterson	Peter Masterson		x	x			Organisation, Corporate Planning, Organisation, Corporate Leadership & Governance
		2.2.3 Implement DLG Integrated Planning requirements for business plans.	Peter Masterson	Peter Masterson		x	x			Organisation, Corporate Planning, Organisation, Corporate Leadership & Governance
		2.2.4 Implement DLG reporting requirements, i.e. annual report.	Peter Masterson	Peter Masterson		x	x			Organisation, Corporate Planning, Organisation, Corporate Leadership & Governance
		2.2.5 Ensure that DLG Integrated Planning requirements are incorporated into workplans, where appropriate.	Peter Masterson	Peter Masterson		x	x			Organisation, Corporate Planning, Organisation, Corporate Leadership & Governance
2.2	Strategic Sustainability Indicators	2.2.1 Incorporate the Strategic Sustainability Indicators are into the strategic plan, where appropriate, ensuring alignment with DLG integrated planning requirements.	Peter Masterson	Peter Masterson		x				Organisation, Corporate Planning, Organisation, Corporate Leadership & Governance
		2.2.2 Review and improve the Strategic Sustainability Indicators where necessary.	Working Group	Working Group		x				Organisation, Corporate Planning, Organisation
		2.2.3 Incorporate the Strategic Sustainability Indicators into	Working Group	Working Group		x				Organisation, Corporate

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
		the management plan.								Leadership & Governance
		2.2.4 Implement systems/processes to ensure ongoing measurement and reporting Sustainability Indicators as determined the Management Plan; ensuring alignment with DLG integrated planning requirements.	Peter Masterson	Peter Masterson		x	x			Organisation, Information Technology Organisation, Corporate Planning
		2.2.5 Update systems, where necessary, to incorporate meaningful reporting of Sustainability indicators.	Peter Masterson	Peter Masterson		x				Organisation, Information Technology
2.4	ICLEI Triple Bottom Line Capacity Building Program	2.4.1 Complete the Data Management module of the ICLEI Triple Bottom Line Capacity Building Program by June 2009.	Mick Fields, Peter Masterton	Mick Fields, Peter Masterton	x					Organisation, Corporate Planning Environment, Environmental Management
		2.4.2 Complete the Sustainability Reporting Framework module of the ICLEI Triple Bottom Line Capacity Building Program by June 2009.	Mick Fields, Peter Masterton	Mick Fields, Peter Masterton	x					Organisation, Corporate Planning Environment, Environmental Management
		2.4.3 Complete the TBL Tool Development module of the ICLEI Triple Bottom Line Capacity Building Program by June 2009.	Mick Fields, Peter Masterton	Mick Fields, Peter Masterton	x					Organisation, Corporate Planning Environment, Environmental Management
2.5	Formal Decisions of Council and Executive	2.5.1 Incorporate sustainability assessment criteria and weightings into reporting frameworks.	Mick Fields, Neryl East	Mick Fields, Neryl East		x				Organisation, Corporate Planning
		2.5.2 Develop guidelines and training for staff on filling out report templates, including guides for assessing sustainability criteria and who to contact if they have difficulties.	Mick Fields, Neryl East	Mick Fields, Neryl East		x				Organisation, Information Technology Organisation, Organisational Development
		2.5.3 Develop guidelines and training for executive/Council for effectively assessing sustainability	Mick Fields, Neryl East	Mick Fields, Neryl East		x				Organisation, Information Technology

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
		considerations.								Organisation, Organisational Development
2.6	Risk Management and Reporting	2.6.1 Integrate sustainability criteria into current processes and reporting frameworks.	Simon Illiffe	Simon Illiffe		x				Organisation, Risk Management

3. RESOURCES AND BUDGET ALLOCATIONS

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
3.1	Budget Allocations	3.1.1 Improve the sustainability criteria in the budget templates and tools to ensure better consideration of sustainability in all budget bids.	Working Group	Working Group		x	x			Organisation, Financial Services
		3.1.2 Develop a process to realistically quantify savings achieved from implementing projects to improve sustainability (such as water/energy efficiency).	Mick Fields	Mick Fields	x	x			Organisation, Financial Services	
		3.1.3 Develop guidelines and training for staff on filling out budget templates and tools to ensure adequate consideration of sustainability.	Paul Henderson	Mick Fields		x	x		Organisation, Information Technology, Organisation, Organisational Development	
3.3	Ethical Investment	3.3.1 Align policy with minister's charter on ethical investment.	Alisa Williams	Alisa Williams		x			Organisation, Financial Services	

4. POLICY, PROJECT AND PROGRAM DEVELOPMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
4.2	Projects and programs	4.2.1 Review and improve current processes and procedures and program templates to incorporate with DLG Integrated planning requirements.	Peter Masterson, Peter O'Rouke	Peter Masterson, Peter O'Rouke			x			Organisation, Corporate Leadership & Governance
		4.2.2 Implement actions to reduce water and energy usage across priority sites in accordance with WESAPs .	Mick Fields	Graham Standen	x	x	x			Environment, Greenhouse Gas Local Action Plan, Code A0303 Environment, Water Conservation, A1503
		4.2.3 Develop and implement a waste reduction policy.	Graham Standen	Graham Standen	x					Environment, Waste Management
		4.2.4 Implement actions to reduce waste generation across priority sites in accordance with waste reduction policy.	Graham Standen	Graham Standen	x					Environment, Waste Management

5. STRATEGIC PLANNING AND DEVELOPMENT ASSESSMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
5.1	Policy	5.1.1 Review and improve Waste DCP to better incorporate sustainability principles.	Graham Standen	Graham Standen			x			Environment, Development Assessment
		5.1.2 Development of overarching, consistent aims and objectives e.g. walkways, open space and adequate infrastructure into policies and plans.	Max Boenisch	Max Boenisch			x			Organisation, Organisational Development
		5.1.3 Integrate sustainability criteria into polices.	Max Boenisch, Mick Fields	Max Boenisch			x			Organisation, Organisational Development
5.2	Processes and training	5.2.1 Update processes, templates and systems to allow for adequate recording and consideration of sustainability criteria.	Max Boenisch	Max Boenisch				x		Organisation, Information Technology
		5.2.2 Improve notice of determination to ensure full consideration of sustainability and to record appropriate sustainability information.	Max Boenisch	Max Boenisch				x		Organisation, Information Technology
5.4	Customer Service	5.4.1 Develop a beyond basix fact sheet for community to encourage them to incorporate a greater level of sustainability into building design rather than simply complying with legislation.	Max Boenisch	Max Boenisch			x			Organisation, Customer Services
		5.4.2 Review and improve current packages and fact sheets given to the community to include advice regarding sustainable development.	Max Boenisch	Max Boenisch			x			Organisation, Customer Services
		5.4.3 Develop a communication strategy for strategic planning and development assessment, such as less reliance on printed materials.	Max Boenisch	Max Boenisch				x		Organisation, Communication and Events

6. PROCUREMENT AND CONTRACTS

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
6.1	Purchasing	6.2.1 Investigate options with Finance for enhanced integration of sustainability criteria.	Paul Henderson/ Colin Watt	Colin Watt			x			Organisation, Financial Services
		6.2.2 Develop a Sustainable Purchasing policy to fulfill the requirement of S88 waste levy payment and ensure that consideration is given to environmental performance of suppliers, environmental performance of goods/services etc.	Colin Watt	Colin Watt				x		Organisation, Works and Services
		6.2.3 Develop checklists and guidelines to ensure that staff make sustainable purchasing choices where possible.	Colin Watt	Colin Watt		x				Organisation, Works and Services
		6.2.4 Support the continuation of the Southern Councils Group procurement group and establish terms of reference.	Vic Stadnyk	Colin Watt		x				Organisation, Works and Services
6.2	Contracts, contract evaluation, tendering and tender evaluation	6.2.1 Incorporate sustainability criteria into current policies, processes and templates.	Colin Watt	Colin Watt		x				Organisation, Information Technology
		6.2.2 Incorporate sustainability criteria into assessment processes and templates.	Colin Watt	Colin Watt		x				Organisation, Information Technology
		6.2.3 Develop a rating system for consideration of sustainability criteria in all tender and contract documents.	Colin Watt	Colin Watt		x				Organisation, Information Technology
		6.2.4 Develop guidelines for the consideration of sustainability criteria.	Colin Watt	Colin Watt		x				Organisation, Information Technology
6.3	Fleet	6.3.1 Incorporate sustainability principles into current fleet policy, including fuel/ vehicle selection criteria.	Colin Watt	Colin Watt	x					Organisation, Plant and Fleet Management
		6.3.2 Assess truck and other heavy plant purchasing to incorporate sustainability principals into purchasing/ maintenance.	Colin Watt	Colin Watt		x				Organisation, Plant and Fleet Management

7. COUNCIL ASSETS AND INFRASTRUCTURE DESIGN, DEVELOPMENT AND MANAGEMENT

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
7.1	Asset Design	7.1.1 Incorporate sustainability criteria, including life cycle costs into design specifications and checklists.	Max Boenisch	Max Boenisch			x			Organisation, Works and Services
		7.1.2 Review and improve forward capital works program to ensure better integrations of sustainability criteria.	Colin Eatt	Colin Eatt			x			Organisation, Engineering Forward Planning and Design
		7.1.3 Incorporate sustainability criteria into risk and environmental impact assessment processes.	Max Boenisch	Max Boenisch			x			Organisation, Risk Management
7.2	Asset Construction	7.2.1 Improve processes and specifications for recycling and reuse during the construction phase.	Colin Watt	Colin Watt			x			Environment, Waste Management
		7.2.2 Develop guidelines for staff on recycling and reuse during the construction phase.	Colin Watt	Colin Watt			x			Environment, Waste Management
		7.2.3 Improve construction process and EMPS for major projects to better incorporate sustainability.	Colin Watt	Colin Watt				x		Environment Organisation, Works and Services
7.3	Asset operation, management and maintenance	7.3.1 Incorporate sustainability principles into asset management plans.	Colin Watt	Colin Watt			x			Organisation, Works and Services
		7.3.2 Improve management and maintenance procedures to extend the life of assets.	Colin Watt	Colin Watt				x		Organisation, Works and Services
		7.3.3 Incorporate maintenance costs are allocated to operating costs of new developments, including full life cycle cost considerations.	Colin Watt	Colin Watt			x			Organisation, Works and Services
		7.3.4 Develop a policy to ensure that sustainability is considered when retrofitting assets.	Colin Watt	Colin Watt			x			Organisation, Organisational Development

Number	Topic	Action /Strategy	Implementation Responsibility	Reporting Responsibility	Timeframe					Link to Management Plan 2008- 2011 (based on 2008- 2011 Plan)
					08/09	09/10	10/11	11/12	12/13	
		7.3.5 Develop guidelines and criteria for staff on sustainable retrofitting.	Colin Watt	Colin Watt			x			Environment, Environmental Management
		7.3.6 Incorporate sustainability criteria into technical specifications and asset maintenance procedures.	Colin Watt	Colin Watt			x			Organisation, Works and Services

PART 2: ILLAWARRA SUSTAINABILITY ROADMAP INDICATORS TARGETS: SHELLHARBOUR CITY COUNCIL

<i>Illawarra Sustainability Roadmap</i> Indicator (page reference to <i>Illawarra Sustainability Roadmap</i>)	Target	Responsibility
Indicator No. 1 (pg 44) Utilisation of Rec and Com Facilities and Participation in Cultural Activities	i. Investigate strategies to measure utilisation of recreational and community facilities and participation in cultural activities by 30 June 2009.	Mick Fields
Indicator No. 2 (pg 45) Community Perception of Safety	i. Investigate strategies to measure indicators for Community Perception of Safety by 30 June 2009.	Peter Masterson
Indicator No. 3 (pg 45) Crime	i. Promote realistic perceptions of victimisation rates, without engendering complacency or unduly increasing fearfulness (ongoing). ii. Provide annual report on NSW Police recorded crime statistics for LGA by category (Assault, Break & Enter & Stealing from person, Motor Vehicle theft, malicious damage to property) (ongoing).	Melissa Forland
Indicator No. 4 (pg 45) Voluntary Community Involvement (in Council activities)	i. Investigate strategies to measure indicators for Voluntary Community Involvement by 30 June 2009.	Peter Masterson
Indicator No. 5 (pg 46) Greenhouse Gas Emissions	i. Monitor greenhouse gas emissions from Council operations and achieve a 20% reduction in corporate greenhouse gas emissions by 30 June 2010, based on 2000 levels. ii. Reduce quarterly building emissions to 174 tonnes/CO2 equivalent by 30 June 2010, based on 2000 levels. iii. Reduce quarterly streetlight emissions to 174 tonnes/CO2 equivalent by 30 June 2010, based on 2000 levels. iv. Reduce quarterly vehicle fleet emissions to 75 tonnes/CO2 equivalent by June 30 2009, based on 2000 levels. v. Reduce quarterly waste emissions to 47 tonnes/CO2 equivalent by 30 June 2009, based on 2000 levels.	Mick Fields
Indicator No. 6 (pg 47) Water Consumption	i. Monitor water consumption by Council operations and achieve a 20% reduction in Council's corporate water consumption by 30 June 2011, based on 1999/2000 levels. ii. Monitor water consumption by the community and achieve a 15% reduction in community water consumption by 30 June 2011, based on 2001/2002 levels.	Mick Fields

<i>Illawarra Sustainability Roadmap</i> Indicator (page reference to <i>Illawarra Sustainability Roadmap</i>)	Target	Responsibility
Indicator No. 7 (pg 47) Vegetation	i. Investigate methods of data capture and reporting	Mick Fields
Indicator No. 8 (pg 47) Resource Recovery	i. Monitor municipal resources recovered and achieve a 40% recovery of municipal resources as a proportion of municipal waste collected by 30 June 2009. ii. Monitor commercial and industrial (C&I) resources recovered and achieve a 40% recovery as a proportion of the total C&I waste stream by 30 June 2009. iii. Monitor construction and demolition (C&D) resources recovered and achieve a 70% recovery as a proportion of the total C&D waste stream by 30 June 2009. iv. Monitor the tonnes of recycled concrete/bricks and tiles sold and achieve a target of 2,500 tonnes of concrete, brick and tile sold quarterly to 30 June 2009 v. Monitor the tonnes of greenwaste processed and process 2,250 tonnes of greenwaste quarterly to 30 June 2009.	Graham Standen
Indicator No. 9 (pg 48) Beach Water Quality	i. Maintain compliance with the NSW Government's Beachwatch Program water quality criteria for enterococci and faecal coliforms (ongoing). ii. Maintain an annual 4 star ranking for the Lake Illawarra Entrance, Warilla Beach and Shellharbour Beach monitored as part of the Beachwatch program (ongoing).	Mick Fields
Indicator No. 10 (pg 48) BASIX Certificates	i. To measure the number of Development Applications that exceed the minimum requirements for BASIX approval by 30 June 2009.	Graham Mitchell
Indicator No. 11 (pg 49) Infrastructure Renewal Backlog	i. Measure the levels of investment in infrastructure renewals as a % of total infrastructure assets (ongoing)	Peter Masterson
Indicator No. 12 (pg 49) Infrastructure Asset Renewal Expenditure	i. Measure the levels of investment in infrastructure renewals on the basis of a total asset management approach including the ratio of funds spent renewing infrastructure assets to annual depreciation of infrastructure assets (ongoing).	Peter Masterson
Indicator No. 13 (pg 49) Capital Expenditure/Depreciation Ratio	i. Calculate the Annual Capital Expenditure/Depreciation Ratio to assist in identifying the potential decline or improvement in asset condition and standards (ongoing).	Peter Masterson
Indicator No.14 (pg50) Unemployment	Measure the proportion of youth and adult population that are registered with Centrelink as 'unemployed' or 'seeking employment' a % of all population in each category (ongoing).	Peter Masterson
Indicator No. 15 (pg 50) Local Employment	i. Measure the proportion of adult residents that work within the Local Government Area (ongoing).	Peter Masterson
Indicator No. 16 (pg 50) Landuse and Employment Lands	i. Investigate methods of data capture and reporting	Geoff Hoynes

<i>Illawarra Sustainability Roadmap</i> Indicator (page reference to <i>Illawarra Sustainability Roadmap</i>)	Target	Responsibility
Indicator No. 17 (pg 51) Council's Services and Facilities	<ul style="list-style-type: none"> i. Respond to all customer enquiries and provide required services efficiently, effectively and in a timely manner to ensure customer satisfaction (ongoing) ii. Achieve 0 complaints from customers per quarter (ongoing) iii. Achieve 3 positive comments from customers per quarter (ongoing) 	Diane Cranson
Indicator No. 18 (pg 51) Community Engagement	<ul style="list-style-type: none"> i. This indicator will be measured by the IRIS Community Survey, which Council commissions every 2-3 years (last survey was 2007). 	Neryl East/ Peter Masterson
Indicator No. 19 (pg1) Rates and Annual Charges / Revenue from Continuing Operations	<ul style="list-style-type: none"> i. Develop data capture and reporting procedure. 	Paul Henderson
Indicator No. 20 (pg 52) Development Assessment Determinations	<ul style="list-style-type: none"> i. Monitor the annual proportion of development assessments that are assessed and determined within 40 days (as a % of all development assessments) (ongoing). ii. Determine 70% of DAs within 40 days (ongoing). 	Graham Mitchell
Indicator No. 21 (pg 52) Staff Turnover	<ul style="list-style-type: none"> i. Report on staff turnover rate each quarter ii. Maintain a total staff turnover of 10% or less each quarter (ongoing) iii. Maintain a female turnover rate of 5% or less each quarter (ongoing) iv. Maintain a male turnover rate of 5% or less each quarter (ongoing) 	Human Resources
Indicator No. 22 (pg 52) Staff Injuries	<ul style="list-style-type: none"> i. Maintain the number of workplace incidents reported to 10 or less (ongoing) ii. Maintain the number of incidents reported that resulted in a workers compensation claim to 5 or less (ongoing) iii. Maintain the number of incidents reports that resulted in lost time injuries to 3 or less (ongoing) iv. Maintain the average duration of workplace injuries to 4 days or less (ongoing) v. Maintain the number of people on Return to Work Programs to 3 or less (ongoing) 	Heather Taferner