

# ILLAWARRA SUSTAINABILITY ROADMAP

May 2008

Kiama Municipal Council  
Shellharbour City Council  
Wollongong City Council

This project has been assisted by the New South Wales Government through its Environmental Trust



## EXECUTIVE SUMMARY

The *Illawarra Sustainability Roadmap* is the start of the journey for Kiama, Shellharbour and Wollongong Councils to work together to embed the consideration of sustainability into all areas of Council, including decision-making, processes, planning, reporting and operations.

The *Illawarra Sustainability Roadmap* documents the process that has been undertaken during 2007 to begin to address organisational sustainability on a regional basis. It documents the agreed shared understanding of what sustainability means to the Illawarra Councils and includes a summary of the initiatives that each Council has already undertaken to address sustainability issues. The *Illawarra Sustainability Roadmap* also includes a set of strategic sustainability indicators and frameworks for their application at each Council.

The journey will continue over 2008-2009 with preparation of the *Illawarra Sustainability Action Plan* which will include specific strategies for each Council to embed the consideration of sustainability into all Council decisions, processes, planning, reporting and operations.

The *Illawarra Sustainability Roadmap* forms part of the *Sustainable Illawarra* Project, which are both assisted by the New South Wales Government through its Environmental Trust, with grants awarded to Kiama, Shellharbour and Wollongong Councils by the Urban Sustainability Program. The *Sustainable Illawarra* Project includes a stormwater reuse project in each Council area, community education and will also ensure the implementation of the *Illawarra Sustainability Roadmap* for the length of the three-year Project.

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## LIST OF ABBREVIATIONS

ABS	Australian Bureau of Statistics
ESD	Ecologically Sustainable Development
GRI	Global Reporting Initiative
ICLEI	International Council for Local Environmental Initiatives – now known as ICLEI – Local Governments for Sustainability
ISS	ICLEI Sustainability Services
KPI	Key Performance Indicators
LGI	Independent Inquiry into the Financial Sustainability of NSW Local Government
LGSA	Local Government and Shires Association
NSESD	National Strategy for Ecologically Sustainable Development
NSW	New South Wales
SoE	State of the Environment
TBL	Triple Bottom Line

## 1. INTRODUCTION

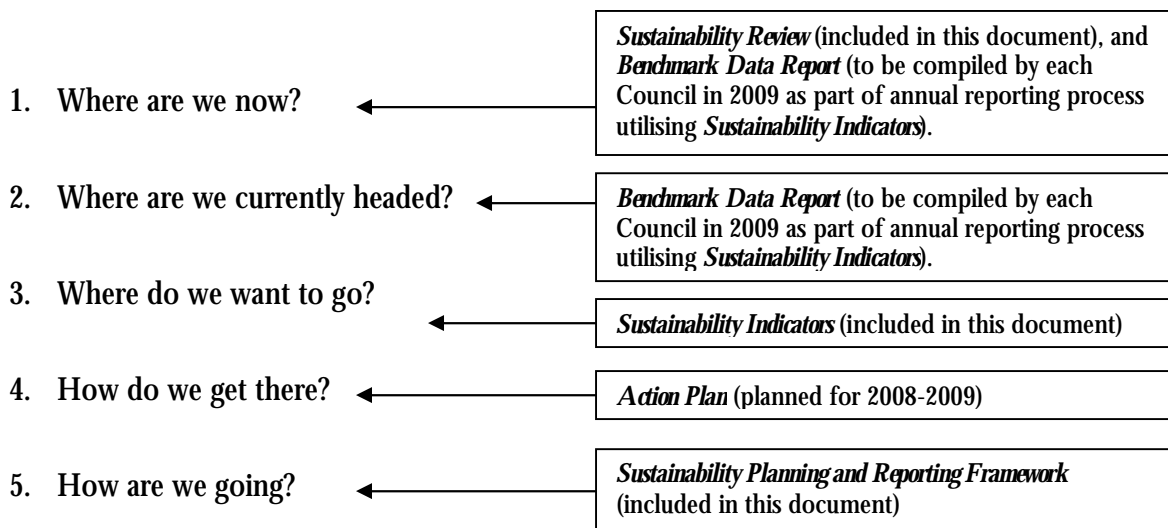
There is a significant challenge facing local government in how to actively manage competing pressures on our society, environment and economy. By recognising that ‘sustainability’ is about working to balance these sectors for current and future generations, the challenge is now how well this theory can be translated into practice.

The *Illawarra Sustainability Roadmap* is the start of the journey for Kiama, Shellharbour and Wollongong Councils to work together to try to address this challenge in a consistent and logical manner that will embed the consideration of sustainability into all areas of Council, including decision-making, processes, planning, reporting and operations.

The *Illawarra Sustainability Roadmap* Project has developed an agreed understanding of what sustainability means to the Councils:

*“Sustainability involves maintaining and enhancing our quality of life, for both current and future generations, through a balance of economic viability, environmental conservation and restoration, and community well being. For Council, this is working collaboratively and creatively to better integrate short and long-term economic, social and environmental considerations into all decision-making within Council operations and services. It involves demonstrating leadership and accountability to our diverse community.”*

The road ahead is a five-step process that can be described by posing the following questions. The responses identified in the boxes are options for actions that will assist the Councils to move towards sustainability:



The *Illawarra Sustainability Roadmap* Project has been assisted by the New South Wales Government through its Environmental Trust, via a grant awarded by the Urban Sustainability Program Seed Funding. The processes undertaken to develop this document and the proposed *Illawarra Sustainability Action Plan* have been assisted by the ICLEI Sustainability Services Triple Bottom Line Capacity Building Program (TBL Program), to which the Councils have subscribed as a region.

The *Illawarra Sustainability Roadmap* Project has produced many more outcomes than just this document. The Project has been focussed on engaging staff to increase their understanding and gain commitment from them on how the Project can potentially assist their day-to-day work. The Project to date has resulted in the following major achievements:

- formation and formalisation of multi-disciplinary Sustainability Working Groups at Kiama and Shellharbour Councils. The groups previously existed in different formats and have now been endorsed by Executive and expanded to be true multi-disciplinary groups;
- the profile of sustainability has been both raised and clarified within sections of the Councils not typically working on 'sustainability' projects. By developing an agreed understanding of what sustainability actually means for Councils, its potential application across the departments of Councils has been better understood. There has been a shift away from sustainability being considered only as an 'environmental' issue;
- strengthening of regional partnerships. The development of regional sustainability indicators has allowed colleagues across the region to share, learn and recognise a common path on the journey to sustainability.

The *Illawarra Sustainability Roadmap* includes:

- an agreed understanding of what sustainability means to the Illawarra Councils;
- a summary of what each Council has already achieved in terms of sustainability within their plans, reports, processes and projects;
- a set of regional Strategic Sustainability Indicators;
- a framework for each of the Councils to assist in applying the indicators, to measure progress towards the existing Strategic Goals of each Council.

The *Illawarra Sustainability Roadmap* also documents the processes undertaken to complete each part of this document, as a guide to other Councils that may choose to follow a similar journey.

The journey will continue over 2008-2009 with preparation of the *Illawarra Sustainability Action Plan* which will include specific strategies for each Council to embed the consideration of sustainability into all Council decisions, processes, planning, reporting and operations.

## 2. THE ILLAWARRA REGION

The Illawarra Region is south of Sydney, New South Wales and consists of the three Local Government Areas of Wollongong, Shellharbour and Kiama. The region, from Helensburgh in the north to Gerroa in the south, is characterised by a coastal plain between the Illawarra escarpment and the Tasman Sea. The coastal plain is narrow in the north, widening in the south to include the rural environment of the Jamberoo Valley.

The region includes the major city centre of Wollongong, and the smaller centres of Shellharbour and Kiama. The economy in Kiama is predominantly supported by agricultural activities and tourism (Kiama Municipal Council, 2008). The key growth areas for Shellharbour City are retail, construction, health and community services, education, property and business services, tourism and aeronautics (Gibson, L., 2008). Wollongong has a history of manufacturing industries but the local economy is now supported by the industries of retail, tourism, health, property, business services and education (Wollongong City Council, 2007a).

The population of the three Local Government Areas are significantly different, with Kiama's population estimated at 19,973 (Profile id, 2008a), Shellharbour's estimated at 63,409 (Profile id, 2008b) and Wollongong's estimated at 194,590 (Profile id, 2008c), based on 2006 Census of Population and Housing data.

The proportion of the population identifying as Aboriginal and Torres Straight Islanders is 1.2% for Kiama (Profile id, 2008a), 2.3% for Shellharbour (Profile id, 2008b), and 1.7% for Wollongong (Profile id, 2008c), based on place of usual residence 2006 Census data.

Shellharbour's population is experiencing significant growth with new land releases, with the population increasing by 5.1% from 2001 to 2006, based on place of usual residence Census data (Profile id, 2008b). In comparison, Wollongong experienced an increase of 1.4% from 2001 to 2006 (Profile id, 2008c), while Kiama experienced a slight decline of 0.4% (Profile id, 2008a) for the usual resident population.

Shellharbour's growing community is relatively younger than Wollongong and Kiama, with 36.3% of the population aged 24 years and under, compared to 33.3% and 32.0% respectively (Profile id, 2008a, b and c). Kiama and Wollongong are experiencing an increasingly ageing population, with 2006 Census data showing the proportion of the population aged 60 years and over is at 24.5% for Kiama (Profile id, 2008a), 17.1% for Shellharbour (Profile id, 2008b) and 20.4% for Wollongong (Profile id, 2008c).

Wollongong's population has diverse cultural backgrounds, with 16.1% of the population speaking a language other than English at home (Profile id, 2008c), compared to 10.8% for Shellharbour (Profile id, 2008b). and 3.3% for Kiama (Profile id, 2008a). In terms of socio-economic status, it is important to note the differences both between and within the three Local Government Areas, with notable pockets of disadvantage present. The Socio-Economic Indexes for Areas (SEIFA) Index of Relative Socio-Economic Disadvantage, which allocates low scores to areas of disadvantage, shows Shellharbour as having higher levels of disadvantage (973.8) (Profile id, 2008b), than Wollongong (983.8) (Profile id, 2008c) and Kiama (1062.8) (Profile id, 2008a). However suburbs with the highest levels of disadvantage are located within the Wollongong LGA, with suburb SEIFA Indexes less than 800, indicating communities with low income families, unskilled occupations and low educational attainment (Profile id, 2008c).

Kiama, Shellharbour and Wollongong Councils are all members of the Southern Councils Group, which is a voluntary association of the seven Councils of the Illawarra and South Coast regions.

The comparative land area, Estimated Resident Population and Council staff numbers for each Local Government Area is shown in Table 1.

Table 1: Land Area, Estimated Resident Population and Council Staff Numbers of the Kiama, Shellharbour and Wollongong Local Government Areas

Local Government Area	Land Area (square kilometres)	Estimated Resident Population	Number of Council Staff (full time equivalent)
<b>Kiama</b>	259 <sup>a</sup>	19,973 <sup>b</sup>	242 <sup>a</sup>
<b>Shellharbour</b>	141 <sup>c</sup>	63,409 <sup>d</sup>	335 <sup>e</sup>
<b>Wollongong</b>	714 <sup>f</sup>	194,590 <sup>g</sup>	Permanent: 954, Temporary: 160 <sup>h</sup>

a (Kiama Municipal Council, 2007c); b (Profile id, 2008a); c (Shellharbour City Council, 2007e); d (Profile id, 2008b); e (L. Gibson (pers. comm., 4 January 2008)); f (Wollongong City Council, 2007a); g (Profile id, 2008c); h (K. Deigan (pers. comm., 3 January 2008)).

### 3. BACKGROUND

The *Illawarra Sustainability Roadmap* Project has been influenced by multiple external factors, as shown in Figure 1 and outlined in this section. These factors have been taken into account throughout the development of this document to ensure compliance with relevant legislative requirements and that current issues facing Councils are considered.

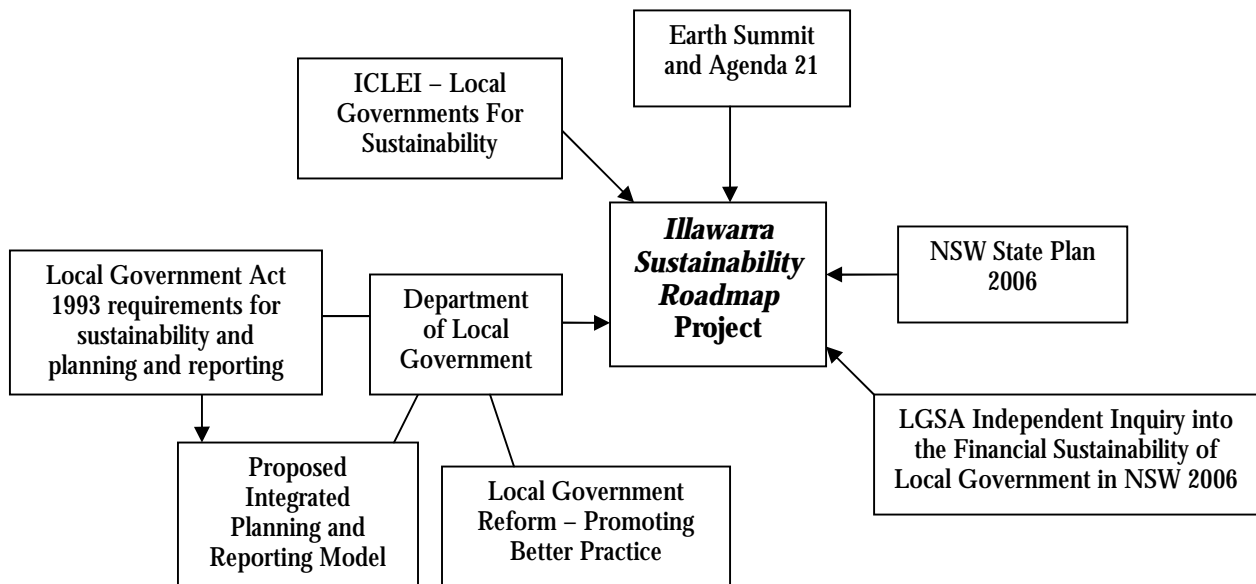


Figure 1: External Factors Influencing the *Illawarra Sustainability Roadmap* Project

#### 3.1 Background to the Concept of Sustainability

The concept of ‘sustainable development’ was introduced in the Brundtland Report to the World Commission on Environment and Development in 1987, identifying it as ‘development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ (World Commission on Environment and Development, 1987).

In 1992, the United Nations Conference on Environment and Development (‘Earth Summit’), held in Rio de Janeiro called for action on sustainable development. It resulted in a blueprint, called Agenda 21 that sets out actions that contribute to global sustainability in the 21st century. Local councils are one of the nine ‘major groups’ named in Agenda 21 as being fundamental in working towards sustainable development, resulting in ‘Local Agenda 21’. The Earth summit coined the phrase “think globally, act locally”. The Local Agenda 21 program comprises systems and processes to integrate environmental, economic and social development (Cotter, B. and Hannan, K. (Enviro Australia), 1999).

Following the Earth Summit, the Australian Government developed the National Strategy for Ecologically Sustainable Development (NSES) as a commitment to fulfilling the obligation it made in Rio De Janeiro to implement Agenda 21 and promoting Ecological Sustainable Development. The Australian Government added the word ‘ecological’ to the international term of simply ‘sustainable development’.

The Strategy refined the concept of sustainable development and defined it as ‘using, conserving and enhancing the community’s resources so that ecological processes, on which life depends, are maintained and quality of life for both present and future generations is increased’ (Ecologically Sustainable Development Steering Committee, Endorsed by the Council of Australian Governments, 1992).

### 3.2 Sustainability in Local Government

The international organisation, ICLEI - Local Governments for Sustainability (originally named the International Council of Local Environmental Initiatives) was formed to assist with the Local Agenda 21 process and subsequent local government sustainability programs. Programs such as Cities For Climate Protection™, the Water Campaign™ and the Triple Bottom Line Capacity Building Program (for more information on this program, refer to Section 5.1: ICLEI TBL Program) assist Councils to address issues relating to sustainability.

The NSW *Local Government Act 1993* includes the notion of ‘ecologically sustainable development’ (ESD). The Act includes the requirement for Councils to have regard to the principles of ESD within all of its decision-making processes and each Council’s Charter (section 8 of the Act) includes the following:

“To properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development”.

The *Local Government Act 1993* and associated regulations also mandate that a State of the Environment (SoE) Report be prepared as part of Council’s Annual Report and that a Social Plan be prepared every five years, separately to Council’s Management Plan.

Certain activities of Local Government are controlled by other relevant legislation, including the *Environmental Planning and Assessment Act 1979* and the *Protection of the Environment Operations Act 1991*, which also define ESD:

“ecologically sustainable development requires the effective integration of economic and environmental considerations in decision-making processes. Ecologically sustainable development can be achieved through the implementation of the following principles and programs:

(a) the precautionary principle-namely, that if there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation. In the application of the precautionary principle, public and private decisions should be guided by:

- (i) careful evaluation to avoid, wherever practicable, serious or irreversible damage to the environment, and
- (ii) an assessment of the risk-weighted consequences of various options,

(b) inter-generational equity-namely, that the present generation should ensure that the health, diversity and productivity of the environment are maintained or enhanced for the benefit of future generations,

(c) conservation of biological diversity and ecological integrity-namely, that conservation of biological diversity and ecological integrity should be a fundamental consideration,

(d) improved valuation, pricing and incentive mechanisms-namely, that environmental factors should be included in the valuation of assets and services, such as:

- (i) polluter pays-that is, those who generate pollution and waste should bear the cost of containment, avoidance or abatement,
- (ii) the users of goods and services should pay prices based on the full life cycle of costs of providing goods and services, including the use of natural resources and assets and the ultimate disposal of any waste,
- (iii) environmental goals, having been established, should be pursued in the most cost effective way, by establishing incentive structures, including market mechanisms, that enable those best placed to maximise benefits or minimise costs to develop their own solutions and responses to environmental problems”.

### 3.3 Department of Local Government Requirements

The Department of Local Government conducted reviews of all Councils as part of the ‘Local Government Reform - Promoting Better Practice’ program. The review program aimed to improve the viability and sustainability of councils and involved assessing councils’ “overall strategic direction, checking compliance, examining appropriate practices and ensuring that council has frameworks in place to monitor its performance”, both through self assessment and assessment by a review team (Department of Local Government, date not stated). The *Illawarra Sustainability Roadmap* Project will assist the Councils to implement some of the recommendations identified in the Review Reports for the Kiama, Shellharbour and Wollongong Councils, including:

Kiama Municipal Council:

- “To maximise the achievement of councils’ goals and desired outcomes, Council should ensure that its plans and reports are well integrated with each other at all levels”; and
- “The relationship of the State of the Environment Report to the management plan (in particular, how the prioritised actions are included in the management plan) should also be more clearly stated” (Department of Local Government, 2006a).

Shellharbour City Council:

- “Council should develop clearer performance indicators in its management plan against which it can measure its performance in achieving targeted outcomes”;
- “Council should continue to improve integration between its strategic plan and its other planning documents”; and
- “Council should continue to seek to identify opportunities for further resource sharing or strategic alliances with neighbouring councils and to expand existing arrangements that meet councils objectives” (Department of Local Government, 2006b).

Wollongong City Council:

- “Council should seek to more clearly link the reporting of its performance of its principal activities with the program set in the Corporate Plan”;
- “Council should continue to improve integration between its Strategic and Corporate Plan with other key strategic documents”; and
- “Council should ensure better integration between environmental strategies proposed in its corporate and other relevant plans and the outcomes reported in the State of the Environment report, including an explanation for any differences between them’ (Department of Local Government, 2006c).

In 2006, the Department of Local Government prepared an Options Paper on Integrated Planning and Reporting for NSW Councils (Department of Local Government, 2006d), which included a preferred model of planning and reporting that involves “re-shaping the framework”. This model is designed to strengthen strategic focus and streamline planning and reporting processes. The proposed strategic plan is intended to focus on building a sustainable community, including the key elements of social cohesion, functional economy, robust environment and sound infrastructure. The plan is to include four mandatory themes: social, environmental, economic and governance. The new model would no longer require a separate Social Plan and State of the Environment Report. However, Councils would still be required to undertake social planning and monitoring and environmental monitoring and reporting. Direct reporting on Council’s performance in delivering the outcomes identified in the Strategic Plan would be made through an Annual Report (Department of Local Government, 2006d).

A detailed proposal (based on the preferred model described above), including the proposed legislative amendments and draft guidelines will be submitted by the Department of Local Government to Cabinet and subsequently Parliament in the first half of 2008. Subject to Cabinet and Parliament approval, the new requirements will be implemented following the local government elections in September 2008 (K. Paterson, (pers. comm. 8 January, 2008)).

Based on the information about the proposed changes to planning and reporting requirements provided in the Options Paper, the *Illawarra Sustainability Roadmap* Project is aligned with the preferred model described above and will ensure that the Councils will be better equipped to measure progress towards their strategic goals using the Sustainability Indicators (see Section 10: Sustainability Indicators).

### 3.4 Investigations into the Sustainability of Local Government

#### 3.4.1 Independent Inquiry into the Financial Sustainability of Local Government in NSW

The Local Government and Shires Association of NSW commissioned an Independent Inquiry into the Financial Sustainability of Local Government in NSW in 2005-2006 in response to concerns for the financial capacity of local government to meet the growing demand for infrastructure and services (Local Government and Shires Association of NSW, 2006).

The Inquiry found that Local Government in NSW has an infrastructure crisis with \$900 million per annum needed to address infrastructure renewal backlog and closing the gap between what is spent on renewing assets and depreciation (Independent Inquiry into the Financial Sustainability of NSW Local Government (LGI) for the Local Government and Shires Associations of NSW (LGSA), 2006). The Inquiry indicated that the financial situation of Councils in NSW is further exacerbated by issues such as:

- cost shifting from other levels of government;
- managing rising community expectations;
- maintaining existing service commitments in the face of a huge infrastructure bill and constraints on rate income;
- strengthening governance arrangements including restoring public faith in the development control process; and
- overcoming skills shortages.

#### 3.4.2 Review Today Pty Ltd Study for Wollongong City Council

Subsequent to the Independent Inquiry described in Section 3.4.1, Wollongong City Council commissioned a study by Review Today Pty Ltd (2007) into the state of its existing infrastructure, services and finances. The study found that Wollongong Council has a \$191 million infrastructure backlog and a predicted \$1,000 million of infrastructure renewal in the next twenty years. The study looked at different spending scenarios to address this issue and suggests the development of an affordable and sustainable spending and revenue scenario. The study recommended that such a scenario should include infrastructure renewal as it falls due, so that no more than 5% is below standard, reducing infrastructure expansion, relinquishing activities that are not local government responsibilities, improving internal efficiencies, generating extra property income from sales/rentals, increasing borrowings to rehabilitate and renewing existing infrastructure, increasing rates, fees and charges and capital contributions, and meeting sustainable fiscal targets (Review Today, 2007).

The Inquiry conducted for the LGSA and the Review Today study have highlighted the importance of balanced consideration of economic viability, community wellbeing and environmental condition when planning and implementing Council services and infrastructure.

### 3.5 The New South Wales State Plan 2006

The New South Wales State Plan was developed in 2006 to reflect the “hopes and goals of people across NSW” (NSW Government, 2006). The Plan sets priorities for Government action, including targets, across five areas:

- Rights, respect and responsibility;
- Delivering better services;
- Fairness and opportunity;
- Growing prosperity across NSW; and
- Environment for living (NSW Government, 2006).

These areas broadly cover the environment, social and economic sectors of sustainability. The Strategic Goals of each of the Illawarra Councils and the indicators developed for the *Illawarra Sustainability Roadmap* are aligned with some of the goals, priorities and targets of the State Plan.

For example, some of the key terms in the State Plan Goals have similar concepts to those within the Strategic Goals of Wollongong, Shellharbour and Kiama Councils, such as harmonious communities, healthy communities, safety, strong economies, and improved urban environments (NSW Government, 2006).

As part of setting strategic targets for the Sustainability Indicators (as shown in Section 10: Sustainability Indicators), each Illawarra Council will ensure that these align with the relevant State Plan targets.

## 4. REGIONAL SUSTAINABILITY PROJECTS

### 4.1 The Regional Approach

Wollongong, Shellharbour and Kiama Councils have established a partnership for the *Sustainable Illawarra* and *Illawarra Sustainability Roadmap* Projects as a way to be more cost-effective and strategic, develop consistent approaches and share knowledge, experiences and resources. The application for external grant funding for regional partnerships is encouraged by funding bodies and by developing a consistent sustainability framework across the Councils, future funding opportunities will be enhanced.

This section outlines the funding arrangements for the *Illawarra Sustainability Roadmap* Project and the context of the Project in relation to other regional sustainability projects.

### 4.2 NSW Environmental Trust Urban Sustainability Program

The NSW Environmental Trust is an independent statutory body established by the NSW Government to support exceptional environmental projects that do not receive funds from the usual government sources, empowered under the *Environmental Trust Act 1998* (NSW Environmental Trust, 2006).

The Urban Sustainability Program is one of the Trust Programs that aims to facilitate projects of significant environmental benefit to NSW, delivered by local government in “partnership with other government agencies, local business and community to increase capacity of communities and organisations to protect, restore and enhance the sustainability of our urban environment” (NSW Environmental Trust, 2006).

The *Illawarra Sustainability Roadmap* Project was funded by this program for 12 months, with a \$50,000 seed funding grant to Kiama, Shellharbour and Wollongong Councils (led by Wollongong City Council). This Project forms part of a larger sustainability Project called *Sustainable Illawarra*, which is also funded by an Urban Sustainability Program regional grant of \$2.2 million over three years. The *Sustainable Illawarra* Project includes three components: stormwater reuse, community education and Council organisational sustainability, as shown in Figure 2. The *Illawarra Sustainability Roadmap* provides a framework for the organisational sustainability component and the *Sustainable Illawarra* Project will continue work within the three Councils to integrate sustainability into Council processes.

Another regional Urban Sustainability Program grant was awarded to the greater Illawarra and South Coast region for the *Business Treading Lightly* Project which is being managed by the Southern Councils Group. *Business Treading Lightly* is a three year Project that aims to assist businesses in the region to address sustainability issues and in the first instance will involve the aged care sector. Alignment of this Project with the *Sustainable Illawarra* and *Illawarra Sustainability Roadmap* is ensured through ongoing communication between project staff and sharing of information, data and resources.

Since these grants were awarded by the NSW Environmental Trust, further regional applications to a variety of funding bodies have been made for projects that aim to address issues such as biodiversity and food, sustainable transport and climate change adaptation.

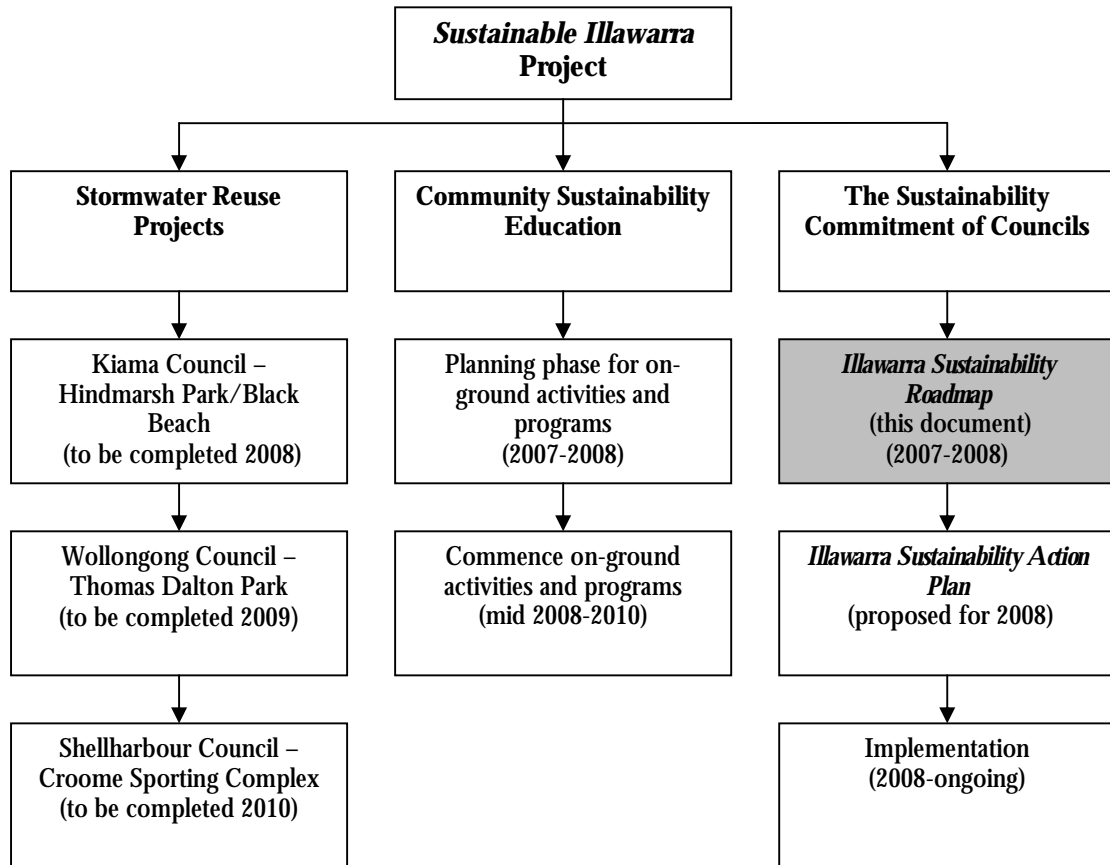


Figure 2: The *Sustainable Illawarra* Project Components

## 5. ICLEI TRIPLE BOTTOM LINE CAPACITY BUILDING PROGRAM

### 5.1 ICLEI TBL Program

In order to enhance the development and implementation of the *Illawarra Sustainability Roadmap*, Wollongong, Shellharbour and Kiama Councils have subscribed to the Triple Bottom Line Capacity Building Program (TBL Program) offered by ICLEI Sustainability Services (ISS).

The TBL Program provides a whole of organisation approach for the councils to incorporate TBL and sustainability principles into Council processes and operations. The TBL program offers capacity building for Councils as they work through a set of modules during a two year timeframe. The ISS team offers support, strategic advice and technical assistance to Council staff which is facilitated through reviews, workshops, teleconferences, email publications and web-based mechanisms (ICLEI Oceania, 2007a). Figure 3 shows the TBL Program Modules and their application to the *Illawarra Sustainability Roadmap* Project.

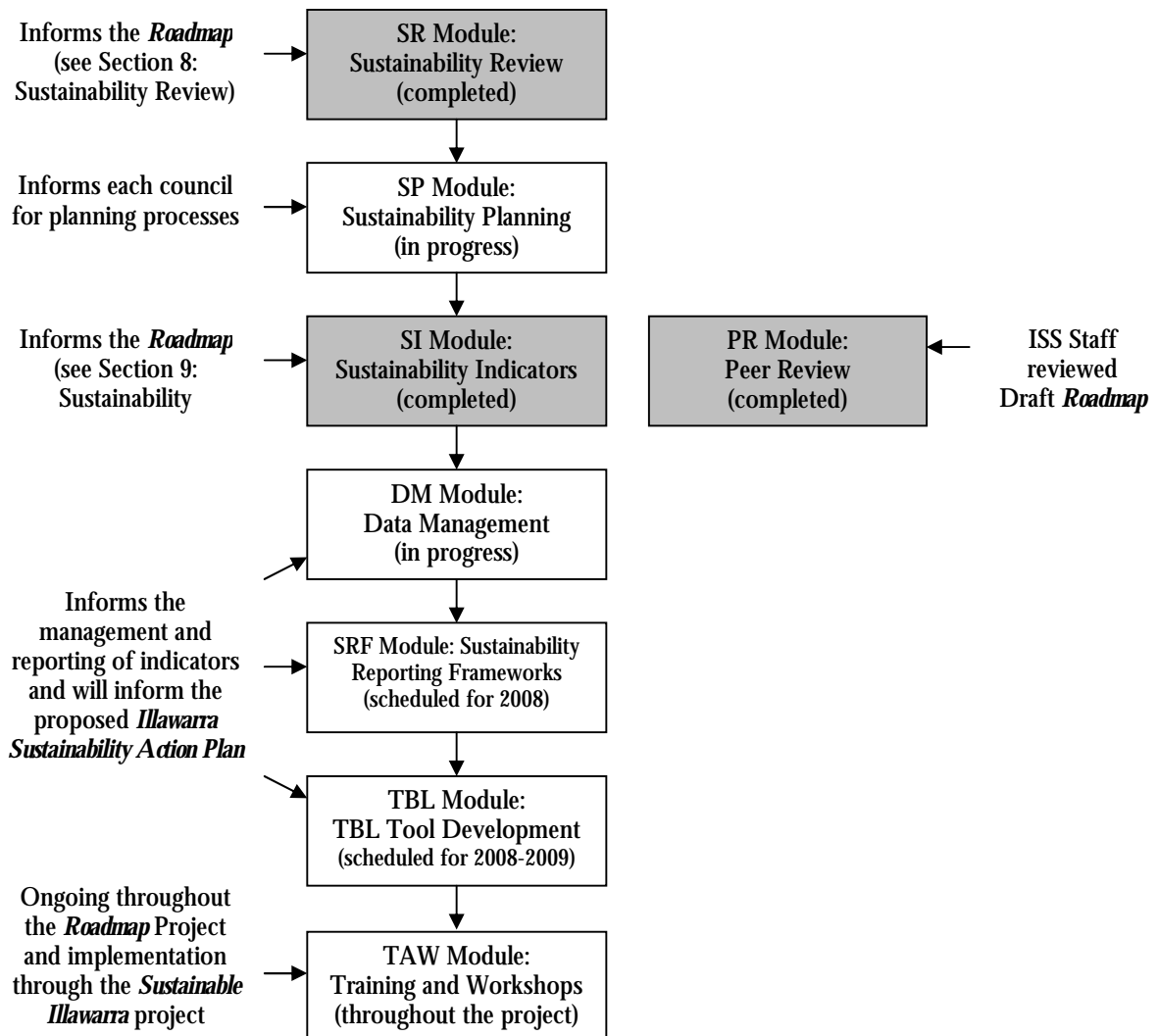


Figure 3: TBL Program Modules as they Apply to the *Illawarra Sustainability Roadmap* Project

## 5.2 Sustainability Working Groups

Shellharbour and Kiama Councils have each formed Sustainability Working Groups to facilitate progression through the TBL Program and the *Illawarra Sustainability Roadmap* Project and promote discussion, support and implementation of the integration of sustainability into Council operations. These groups have been endorsed by the executive of Council, are multi-disciplinary and include managers and staff from various departments such as Corporate Planning, Finance, Environment and Waste, Community Services, Works and Services, and Property.

Due to organisational restructuring at Wollongong City Council which commenced in June 2007, triggered by a change in General Manager, there was a period of significant change and adjustment with regard to the new structure of the Council. This prevented the formation of a Sustainability Working Group at Wollongong City Council. In lieu of a specific group, discussion and workshops have included staff from Executive, senior and middle management groups and other staff from various departments.

## 6. STAKEHOLDER ENGAGEMENT

The following chapters 8. Defining Sustainability, 9. Sustainability Review, and 10. Sustainability Indicators each focus on the different components of the *Illawarra Sustainability Roadmap* Project and each include a section on the process undertaken to result in each part of this document. These process descriptions include how the relevant stakeholders were engaged throughout the process.

Council staff from a variety of sections of Council have been the key stakeholders for the *Illawarra Sustainability Roadmap* Project so far. Engagement of these staff at Kiama and Shellharbour Councils was formalised through their Sustainability Working Groups (see Section 5.2: Sustainability Working Groups) but also included their Executive. At Wollongong City Council, engagement of staff at all levels was undertaken including Executive, senior and middle management groups and other staff from various departments

Methods of engagement, as outlined in more detail in the following chapters, included:

- regular Working Groups Meetings;
- one local and one regional workshop for each Council, facilitated by staff from the ICLEI TBL Program;
- invitations to complete ICLEI TBL Program module worksheets, including Sustainability Review and Sustainability Indicators and Targets including the provision of ongoing assistance;
- one-on-one interviews;
- one-on-one meetings;
- informative project presentations; and
- ongoing email and phone correspondence.

## 7. OBJECTIVES

This section outlines the objectives of the overarching *Illawarra Sustainability Roadmap* Project, which includes this document (*Illawarra Sustainability Roadmap*) the proposed *Illawarra Sustainability Action Plan* and the processes undertaken to develop these documents.

### 7.1 *Illawarra Sustainability Roadmap* Project

As stated in the funding application to the NSW Environmental Trust Urban Sustainability Program, the objectives of the *Illawarra Sustainability Roadmap* Project are to:

- develop an integrated sustainability plan for the Illawarra Region;
- benchmark performance of each Council to identify current state (from a benchmark year);
- establish targets and indicators through a corporate governance mechanism; and
- develop sustainability reporting framework based on GRI (Global Reporting Initiative), incorporating triple bottom line and all the legislative requirements to satisfy Annual Report and State of the Environment reporting.

### 7.2 *Illawarra Sustainability Roadmap*

The objectives of this framework document, the *Illawarra Sustainability Roadmap* is to:

- provide an overview of the current level of integration of sustainability within the planning and reporting frameworks and operations of Kiama, Shellharbour and Wollongong Councils;
- provide a set of consistent regional strategic sustainability indicators to assist measurement of existing Council Strategic Goals;
- provide a framework for the integration of the sustainability indicators within existing Council planning and reporting frameworks; and
- foster collaboration and partnerships, within and between Councils, to undertake the processes required for the development of the above overview, indicators and frameworks.

### 7.3 Proposed *Illawarra Sustainability Action Plan*

It is proposed that the objectives of *Illawarra Sustainability Action Plan*, to be developed in 2008, will be to:

- research and formulate strategies to facilitate the integration of the *Illawarra Sustainability Roadmap* 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; and
- foster collaboration and partnerships, within and between Councils and the community, to develop, implement, and evaluate strategies and programs.

These objectives may be refined during the development of the *Illawarra Sustainability Action Plan*.

## 8. DEFINING SUSTAINABILITY

There are many recognised definitions of sustainability, sustainable development and ecologically sustainable development (ESD), as described in Section 3.1: Background to the Concept of Sustainability. The inclusion of 'ecological' to the internationally recognised Brundtland term of 'sustainable development' by the Australian Government created an environmental focus around sustainability.

The processes undertaken within the *Illawarra Sustainability Roadmap* project have reinforced the concept that sustainability refers to a more integrated approach and balanced consideration of economic, social and environmental considerations. The resulting definition (see Section 8.2) used for this project is intended to mainstream the consideration of environmental aspects rather than it being an add-on to decision-making.

### 8.1 Process

The process of developing a specific 'definition' of sustainability for the Councils as part of the *Illawarra Sustainability Roadmap* Project had multiple purposes, including:

- building a shared understanding of what sustainability means to the Councils of the Illawarra;
- ensuring that all participants have the same understanding of the full scope of the Project, that is, that the Project is not simply an 'environmental project';
- providing a common point of reference when undertaking processes such as the development of indicators and the future development of strategies for the integration of sustainability; and
- fostering a shared responsibility for sustainability across departments within each Council.

The process of developing the definition involved discussions regarding 'what sustainability means to Kiama/Shellharbour/Wollongong' at Sustainability Review Workshops conducted at each Council, Working Group meetings and email comment. Groups were formed to discuss what themes were considered to be important at each Council with regard to sustainability.

The themes identified by each group and each council were merged into key themes which were then drafted into a statement of definition for sustainability. This definition is considered a working draft to use as point of reference for activities and documentation for this Project. It may be amended as the Project continues and may be expanded to include a more specific set of principles. This definition may be adopted or adapted by each Council in future for their own use within policies, plans, procedure and reports.

The definition is consistent with the themes of the existing Wollongong Council *Sustainability Policy* (Wollongong City Council, 2002a) and the Shellharbour Council's *Environmental Policy 2002* (Shellharbour City Council, 2002). It also fully supports each Council's Visions and Goals, which all refer to a 'sustainable city' or 'environment'.

## 8.2 Definition

***“Sustainability involves maintaining and enhancing our quality of life, for both current and future generations, through a balance of economic viability, environmental conservation and restoration, and community well being***

***For Council, this is working collaboratively and creatively to better integrate short and long-term economic, social and environmental considerations into all decision-making within Council operations and services. It involves demonstrating leadership and accountability to our diverse community.”***

## 9. SUSTAINABILITY REVIEW

### 9.1 Process

This section provides an overview of the current practices of each Council with regard to the integration of sustainability into planning, reporting and operational processes. The 'Sustainability Review' was conducted during the period July to September 2007 at the three Councils.

This section includes the following information outlined for each Council:

1. a summary of each Council's relevant Vision, Mission, Values, Purpose, Strategic Goals, planning and reporting frameworks (Tables 3, 5 and 7);
2. a list of relevant plans and reports that relate to sustainability;
3. an outline of some of the current sustainability initiatives implemented; and
4. key findings of the ICLEI Sustainability Services (ISS) Triple Bottom Line Capacity Building Program Sustainability Reviews.

Kiama, Shellharbour and Wollongong Councils have subscribed to the ICLEI Sustainability Services (ISS) Triple Bottom Line Capacity Building Program, as outlined in Section 5.1: ICLEI TBL Program. The first module of this program involved a 'Sustainability Review', resulting in a "high-level analysis of each Council's planning, reporting and operational systems and the integration of sustainability programs into these systems" (ICLEI Oceania, 2007b). Each of the Councils was reviewed through three activities:

- document review by ISS staff;
- self-assessment workbook, with information compiled by Council staff; and
- Council staff interviews conducted by ISS.

The detailed analysis is provided in the Sustainability Review Reports produced by ISS for each of the Councils (ICLEI Oceania, 2007b, 2007c and 2007d), but key findings are presented within this section for the purposes of the *Illawarra Sustainability Roadmap*.

### 9.2 Kiama Municipal Council

Kiama Municipal Council, in consultation with the community, has developed a Vision statement that describes the desired future that Council would like for Kiama. Council's annual Management Plan includes its Strategic Plan, which is a set of Strategic Goals to work toward this Vision. The Strategic Goals flow into specific Objectives then Programs and Activities. Key Performance Indicators are used to measure activity progress.

Kiama Municipal Council has implemented a range of sustainability initiatives particularly focusing on water savings and community education.

The ISS Sustainability Review identified a range of opportunities for further integration of sustainability, one of which has already been progressed - the compilation of a set of strategic level indicators for the *Illawarra Sustainability Roadmap* (see Section 10: Sustainability Indicators).

### 9.2.1 Key Planning and Reporting Documents

The key Kiama Municipal Council planning and reporting documents that are relevant to sustainability are listed in Table 2.

**Table 2: Key Kiama Municipal Council Planning and Reporting Documents Relevant to Sustainability**

<b>Document</b>	<b>Timeframe</b>	<b>Notes</b>
Strategic Plan	No specified timeframe	Included within the Annual Management Plan
Management Plan	Three Year Plan, reviewed annually	Requirement of the NSW <i>Local Government Act 1993</i>
Local Environmental Plan and Development Control Plans	Variable	Requirement of the <i>Environmental Planning and Assessment Act 1979</i>
Public Health Plan 2005-2008	Three Year Plan	No legislative requirement for this Plan
Water Savings Action Plan 2007-2011	Four Year Plan	Requirement of the NSW <i>Energy Administration Amendment (Water and Energy Savings) Act 2005</i>
Draft Climate Action Plan	No specified timeframe	Developed as part of the Cities for Climate Protection Program™.
Social/Community Plan 2004-2009	Five Year Plan	Requirement of the NSW <i>Local Government (General) Amendment (Community and Social Plans) Regulation 1999</i>
Draft Cultural Plan 2007-2012	Five Year Plan	No legislative requirement for this Plan
Economic and Employment Strategy 2003	No specified timeframe	No legislative requirement for this Strategy
Stormwater Management Plan 2003	Three Year Plan	Requirement of the NSW <i>Protection of the Environment Administration Act 1991</i>
Estuary Management Plans	Five Year Plan	Requirement of the NSW <i>Estuary Management Policy</i>
Quarterly Management Plan Reports	Quarterly Report	Requirement of the NSW <i>Local Government Act 1993</i> , reports on Management Plan progress within two months of quarter end.
Annual Report	Annual Report	Requirement of the NSW <i>Local Government Act 1993</i> , reports on Management Plan and Social Plan
State of the Environment Report	Annual Report	Requirement of the NSW <i>Local Government Act 1993</i> , reports on environmental pressures, state and current responses and potential activities, also reports on the Public Health Plan.

### 9.2.2 Kiama Summary

A summary of the Vision, Mission, Strategic Goals and planning and reporting framework for Kiama Municipal Council is shown in Table 3.

### 9.2.3 Sustainability Initiatives Implemented

The following initiatives, which aim to integrate sustainability into planning, reporting and operations, are already being progressed at Kiama Municipal Council. Council conducts a variety of programs, including many community services, that have sustainability benefits, but only those that have direct reference to sustainability have been summarised in this section. A full description of all Kiama Municipal Council initiatives is provided in its Annual Reports and State of the Environment Reports.

Table 3: Kiama Municipal Council Summary

<b>Kiama Municipal Council</b>	
<b>Vision</b>	<p>The Council's Vision for the Kiama area ten years from now is for a place of outstanding natural resources and beauty with a distinctive and valued heritage. It will be a place which retains the integrity of its coastal and rural charm whilst being close to major urban centres. It will have distinct towns and villages each with its own local identity and history. It will be a place with a healthy and cohesive community and a diversity of opportunities, lifestyles and cultures.</p>
<b>Values</b>	<p>Council will act with integrity and demonstrate leadership through being:</p> <ol style="list-style-type: none"> <li>(1) Honest</li> <li>(2) Objective</li> <li>(3) Courageous</li> <li>(4) Accountable</li> <li>(5) Leadership</li> </ol>
<b>Strategic Goals</b>	<p><b>Sustainable Environment</b> Kiama Council's goal is that Kiama will have high quality natural, rural, town and village environments and landscapes sustained and enhanced for the present and for the future.</p> <p><b>Quality Facilities, Services and Infrastructure</b> Kiama Council's goal is to plan and manage its facilities, services and infrastructure so that they are continuously improved to be the best Council can provide within its available resources.</p> <p><b>Community Cohesion and Wellbeing</b> Kiama Council's goal is that the community will have an enhanced quality of life and that it will have promoted access, equity and social justice.</p> <p><b>A Vibrant and Diverse Economy</b> Kiama Council's goal is for an economy built on both traditional and future businesses and industries, which generate local employment and training opportunities.</p> <p><b>Good Governance</b> Kiama Council's goal is to exercise good governance as an independent Council which is well administered and engages actively with its community.</p> <p><b>Sound Financial and Resource Management</b> Kiama Council's goal is for sound financial management that secures the resources to meet its commitments in the short and long term.</p>
<b>Planning and Reporting Framework</b>	<pre> graph TD     subgraph Planning         Vision --&gt; StrategicGoals[Strategic Goals]         StrategicGoals --&gt; ManagementPlan[Management Plan]         ManagementPlan --&gt; StaffWorkPlans[Staff Work Plans]         StaffWorkPlans --&gt; CouncilServices[Council Services]     end     subgraph Reporting         CouncilServices --&gt; PerformanceManagementSystem[Performance Management System]         PerformanceManagementSystem --&gt; QuarterlyReports[Quarterly Reports]         QuarterlyReports --&gt; AnnualReport[Annual Report]         AnnualReport --&gt; StateOfEnvironmentReport[State of the Environment Report]     end     Vision --&gt; AnnualReport     StrategicGoals --&gt; AnnualReport     ManagementPlan --&gt; QuarterlyReports     StaffWorkPlans --&gt; QuarterlyReports     CouncilServices --&gt; PerformanceManagementSystem     StateOfEnvironmentReport --&gt; AnnualReport     </pre>

Note: this is a summary only. More detail is provided in Kiama Municipal Council's Strategic Plan, Management Plan and Annual Report.

## Plans and Policies

A list of the main policies, plans and reports that have relevance to sustainability are included in Table 2, however, the main documents that consider integrated sustainability are further outlined here.

As shown in Table 3, Council's **Management Plan** includes its Strategic Plan with a Council **Vision** and Strategic Goals including those that refer to environmental, social and economic sustainability (Kiama Municipal Council, 2007a).

Council's **Public Health Plan 2005** takes a broad view of planning for healthy communities, recognising the link between the health of the community and the health of the natural environment, addressing environmental sustainability and liveable communities in the Kiama Municipality (Kiama Municipal Council, 2005).

The **Water Savings Action Plan**, focusing on Council's high water using facilities, was prepared for Council operations as a requirement of the NSW **Energy Administration Amendment (Water and Energy Savings) Act 2005**. The plan commits to a strategic **water reduction target** of 40% and sets out strategies to implement water saving projects across this organisation (Kiama Municipal Council, 2006a).

Council has achieved Milestones 1 and 2 of the **Cities for Climate Protection Program™** and has adopted **emissions reduction targets** of 20% for Council emissions and 15% for community emissions. A **Draft Greenhouse Local Action Plan For Kiama Municipality** has been prepared to work toward these targets. Council has also signed the **NSW Mayors' Agreement on Climate Change**.

The State of the Environment Report includes some **Headline Sustainability Indicators** charting progress in some areas of environmental sustainability, based on a baseline year of 1999-2000.

The **Social/Community Plan 2004-2009** has been prepared in accordance with the **Local Government (General) Amendment (Community and Social Plans) Regulation 1999** and addresses the seven target groups of children; young people; older people; aboriginal people; people from culturally and linguistically diverse backgrounds; people with a disability; and women (Kiama Municipal Council, 2004).

The **Cultural Plan 2007-2012** aims to foster and support cultural life to encourage partnerships and shared opportunities, and to integrate culture into council's management and planning processes. It contains strategies which are socially, environmentally, economically and culturally sustainable (Kiama Municipal Council, 2007b).

The **Water Sensitive Urban Design Policy** for urban and rural development has been developed to ensure that building design and development incorporates effective water and soil management measures, encouraging rainwater harvesting and reuse (Kiama Municipal Council, 2007d).

### Sustainability in Council Processes

Kiama Council has formed a **Sustainability Working Group**, as an expansion of the Water Conservation Working Committee that was formed to implement the Water Savings Action Plan. The Group meets to assist with the *Illawarra Sustainability Roadmap* Project and to proceed through the modules of the ISS TBL program, including completing the sustainability review and capacity building tasks. The group provides a multi-disciplinary platform for progressing sustainability initiatives.

Reports to Council require reference to the Council Vision and relevant Strategic Goal.

### Education for Sustainability

Kiama Council has developed a range of community education strategies relating to sustainability, recognising the link between environmental and human health. Events such as Sustainable Living Expos and the One Stop Climate Change Shop have showcased products and programs while hands-on workshops have provided training opportunities. Grants for community and school projects have been available through the Sustainable Living Grants Program (Kiama Municipal Council, 2006b and 2007d).

### Infrastructure

**Rainwater tanks** have been installed at various Council facilities including the Administration Building, Works Depot and Waste Depot and a portable water tank mounted on a trailer is being used within some of Council's Holiday Parks. All taps and showers at Council reserves have been fitted with **water saving devices** and water consumption is being **monitored** at the highest water using sites to detect leaks (Kiama Municipal Council, 2007d).

A stormwater reuse facility is currently being designed for **Black Beach and Hindmarsh Park** as part of the *Sustainable Illawarra* Project. This facility will be an extension to the Hindmarsh Park Sand Filter.

#### 9.2.4 ISS Sustainability Review

Key findings of the ISS Sustainability Review (ICLEI Oceania, 2007b) are summarised below:

- Council recognises the broader definition of sustainability (economic, social and environmental considerations) as demonstrated by the Strategic Goals;
- A staff Working Group has been formed to address sustainability issues of the organisation;
- There is scope for raising sustainability awareness and training throughout the organisation;
- A concise Strategic Plan includes the vision and strategic goals, which flow to strategies within the Management Plan, with Key Performance Indicators at a program level. Development of a document map and hierarchy of terms may assist integration of these plans with other Council planning documents;

- Monitoring and evaluation is not conducted using a formal process and the development of key indicators could assist;
- The Annual Report includes reports on both the Management Plan and Social Plan, although the way in which they are reported differs and there is an opportunity to increase consistency and to report more clearly against the Strategic Goals;
- There are opportunities for more integration of sustainability considerations (not just environmental considerations) into various processes of Council; and
- Some sophisticated stakeholder engagement processes have been undertaken, which could be more broadly promoted among staff to increase awareness of community expectations and opinions.

### 9.3 Shellharbour City Council

Shellharbour City Council has a Strategic Plan with its Vision and Purpose and Strategic Directions in the four areas of Environment, Community, Economy and Council Organisation, which flow into activities in the annual Management Plan.

Shellharbour City Council has implemented a range of sustainability initiatives such as community education, water and energy savings projects and the consideration of environmental sustainability within budgets, procurement and Council reports.

The ISS Sustainability Review identified a range of opportunities for further integration of sustainability, some of which have already been progressed by Council, including the compilation of a new set of corporate indicators and the compilation of a set of strategic level indicators for the *Illawarra Sustainability Roadmap* (see Section 10: Sustainability Indicators).

#### 9.3.1 Key Planning and Reporting Documents

The key Shellharbour City Council planning and reporting documents that are relevant to sustainability are shown in Table 4.

#### 9.3.2 Shellharbour Summary

A summary of Shellharbour City Council's Vision, Mission, Strategic Goals and planning and reporting framework is provided in Table 5.

#### 9.3.3 Sustainability Initiatives Implemented

The following is a summary of some initiatives that aim to integrate sustainability into planning, reporting and operations that have already been progressed at Shellharbour City Council. Council conducts a variety of programs, including many community services, that have sustainability benefits, but only those that have direct reference to sustainability have been summarised in this section. A full description of all Shellharbour City Council initiatives is included in Annual Reports and State of the Environment Reports.

Table 4: Key Shellharbour City Council Planning and Reporting Documents Relevant to Sustainability

Document	Timeframe	Notes
Strategic Plan 2007-2018	Ten Year Plan, reviewed annually	
Management Plan	Three Year Plan, reviewed annually	Requirement of the NSW <i>Local Government Act 1993</i>
Local Environmental Plan and Development Control Plans	Variable	Requirement of the <i>Environmental Planning and Assessment Act 1979</i>
Social/Community Plan 2005-2009	Four Year Plan	Requirement of the NSW <i>Local Government (General) Amendment (Community and Social Plans) Regulation 1999</i>
Cultural Plan 2000-2004	Four Year Plan	No legislative requirement for this Plan
Community Safety and Crime Prevention Plan 2007 – 2010	Three Year Plan	No legislative requirement for this Plan
Draft Economic Development Plan	Five Year Plan	No legislative requirement for this Plan
Environmental Policy 2002	Reviewed annually	No legislative requirement for this Policy
ICLEI Water Campaign™ Corporate and Community Local Action Plan 2006	Five Year Plan, reviewed annually	Developed as part of the Water Campaign™
ICLEI CCP™ Corporate and Community Local Action Plan 2007	Three Year Plan, reviewed annually	Developed as part of the Cities for Climate Protection Program™
Water Savings Action Plan 2006	Four Year Plan	Requirement of the NSW <i>Energy Administration Amendment (Water and Energy Savings) Act 2005</i>
Energy Savings Action Plan 2006	Four Year Plan	Requirement of the NSW <i>Energy Administration Amendment (Water and Energy Savings) Act 2005</i>
Stormwater Management Plan	Three Year Plan	Requirement of the NSW <i>Protection of the Environment Administration Act 1991</i>
Estuary Management Plan 2003	Five Year Plan	Requirement of the NSW <i>Estuary Management Policy</i>
Quarterly Management Plan Reports	Quarterly Report	Requirement of the NSW <i>Local Government Act 1993</i> , reports on status of each Program area within two months of quarter end.
Annual Report	Annual Report	Requirement of the NSW <i>Local Government Act 1993</i> , reports on Management Plan.
State of the Environment Report	Annual Report	Requirement of the NSW <i>Local Government Act 1993</i> , reports on environmental pressures, state and current responses and potential activities.

### Plans and Policies

A list of the main policies, plans and reports that have relevance to sustainability are included in Table 4, however, the main documents that consider integrated sustainability are further outlined here.

Council's ***Strategic Plan 2007-2018*** sets out a Strategic Direction in the form of four program areas - Environment, Community, Economy, Council Organisation. It also provides programs that will be implemented to work toward those directions (Shellharbour City Council, 2007a). The annual ***Management Plan 2007-2010*** sets out the specific activities under these program areas, including relevant targets and performance indicators for each activity (Shellharbour City Council, 2007b). Council utilises 'OutcomeManager' as a **data management system** to record and store data for reporting against the Management Plan.

Table 5: Shellharbour City Council Summary

<b>Shellharbour City Council</b>	
<b>Vision</b>	<p>A sustainable city: communities living in harmony, balancing nature's beauty with quality rural and urban environments</p>
<b>Purpose</b>	<p>In partnership, to strive for the fulfillment of the city's vision through democratic governance and responsible leadership.</p>
<b>Strategic Direction</b>	<p><b>Environment</b> At Shellharbour City we aim to conserve, protect and enhance our city's environment.</p> <p><b>Community</b> We aim to develop with our community a network of social capital and recreational infrastructure.</p> <p><b>Economy</b> Our role includes the development and maintenance of efficient infrastructure that supports economies, continued improvements in the effectiveness of our approval processes and the promotion of local employment and business development.</p> <p><b>Organisation</b> Our objective is to provide optimal and effective services to the community and our elected Council, on a continual improvement basis.</p>
<b>Planning and Reporting Framework</b>	<pre> graph TD     subgraph Planning         VP[Vision and Purpose] --&gt; SPD[Strategic Plan/Direction]         SPD --&gt; MP[Management Plan]         MP --&gt; SWP[Staff Work Plans]         SWP --&gt; CS[Council Services]         SP[Social Plan, Cultural Plan, various Environmental Plans] --&gt; MP     end     subgraph Reporting         CS --&gt; PMS[Performance Management System]         PMS --&gt; QM[Quarterly Management]         QM --&gt; AR[Annual Report]         SER[State of the Environment Report] --&gt; AR     end     AR --&gt; VP     </pre>

Note: this is a summary only. More detail is provided in Shellharbour City Council's Strategic Plan, Management Plan and Annual Report.

Council adopted its ***Environmental Policy*** in 2002 (Shellharbour City Council, 2002), as a framework for setting environmental objectives and targets. The Policy aims to:

- clearly state Council's commitment to the environment and the principles of ESD;
- provide guidelines for activities undertaken by Council;
- provide a co-ordinated framework to assist Council as we work towards achievement of the Vision; and
- promote and facilitate involvement of other organisations and the general community to achieve the Council's Vision.

The ***Water Savings Action Plan*** for Council operations, focusing on the high water using facilities, was prepared for Council operations as a requirement of the NSW ***Energy Administration Amendment (Water and Energy Savings) Act 2005*** (Shellharbour City Council, 2007c). Council has also been part of the ICLEI ***Water Campaign***<sup>TM</sup> since 2002 and has prepared a ***ICLEI Water Campaign***<sup>TM</sup> ***Corporate and Community Local Action Plan 2006***. Through this plan, Council is committed to a **water reduction target** for Council of 20% by 2011 based on consumption of the baseline year of 1999-2000, and a water reduction target for the community of 15% by 2011 based on consumption of the baseline year of 2001-2002. In addition, Council has committed to water quality goals of 50 point water quality rating from ICLEI's Corporate Water Quality Action Cards for both Council and Community (Shellharbour City Council, 2006a).

An ***Energy Savings Action Plan*** for Council operations, focusing on the high energy using facilities, was prepared for Council operations as a requirement of the NSW ***Energy Administration Amendment (Water and Energy Savings) Act 2005*** (Shellharbour City Council, 2007d). Council is also part of the Cities for Climate Protection Program<sup>TM</sup> and has prepared an ***ICLEI Cities for Climate Protection***<sup>TM</sup> ***Corporate and Community Local Action Plan 2007***. Through this plan, Council is committed to a **greenhouse gas emission reduction target** for Council of 20% by 2010 based on consumption of the baseline year of 2000, and a greenhouse gas reduction target for the community of 15% by 2010 based on consumption of the baseline year of 2001 (Shellharbour City Council, 2007f).

The ***Social Plan 2005-2009*** has been prepared in accordance with the ***Local Government (General) Amendment (Community and Social Plans) Regulation 1999*** and addresses the target groups of Children; Young People; Women; Older People; People with Disabilities; Aboriginal and Torres Strait Islander People; and People from Culturally and Linguistically Diverse Backgrounds. Other groups also addressed are Grandparents as Carers; Men; People who are gay, lesbian and/or transgender; People living in developing neighbourhoods; and People with low incomes (Shellharbour City Council, 2005).

The ***Cultural Development Plan 2000-2004*** aims to promote the visibility of Shellharbour through quality cultural projects and confirm the vital and distinctive presence of its cultural identity within the Illawarra Region (Shellharbour City Council, 2000).

### Sustainability in Council Processes

Shellharbour Council has formed a **Sustainable Shellharbour Working Group**, and while it had not been meeting regularly, prior to this Project, it has now been revitalised to assist with the *Illawarra Sustainability Roadmap* Project and to proceed through the modules of the ISS TBL program, including completing the sustainability review and capacity building tasks. The group provides a multi-disciplinary platform for progressing sustainability initiatives and has prepared Terms of Reference for the group, including regular meetings and designating the Corporate Planning department as secretariat.

Council has a ***Draft Procurement Policy*** that has specific references to 'sustainable work practices and environmental impact' and to 'actively encourage conservation of energy, resources and environment'. Sustainability is also considered on the budget checklist during **budget allocations** and sustainability issues are included within new staff and Councillor **induction programs**, with a particular focus on the environment.

### Education for Sustainability

Shellharbour Council undertakes several community education projects that aim to inform local residents, schools and businesses about how to consider sustainability in their home, school or work life. Programs have included community **sustainability workshops**, the production of a **Sustainable Products and Services Directory**, funding of sustainability projects under the **Small Environmental Projects Fund**, the distribution of **home energy audits and energy kits** and participation and promotion of annual events including **World Environment Day** and **Earth Hour** (Shellharbour City Council, 2006b and 2007e).

### Infrastructure

**Stormwater harvesting** projects have been installed at Terry Reserve, Council Nursery and at Council's Depot Truckwash. Council has adopted the ***Environmentally Sustainable Building Design Guidelines for Council Buildings***, requiring that all new Council buildings be designed using the principles of ecological sustainability (Shellharbour City Council, 2007g). Various **energy efficiency projects** have been undertaken at Shellharbour Council, including:

- a review of energy use at Council's administration building, Lamerton House;
- installation of a pool cover and reduction of pool temperature at the Oak Flats heated pool;
- installation of skylights at Warilla Library;
- installation of timers to various appliances; and
- lighting retrofit at Lamerton House, Shellharbour City Stadium and Shellharbour Beachside Tourist Park.

Shellharbour City Stadium, within the Croome Regional Sporting Complex, was designed with an emphasis on sustainability incorporating a 20 year lifecycle costing of the materials and resources used (Shellharbour City Council, 2007g). A water reuse project is currently being designed for **Croome Regional Sporting Complex** as part of the *Sustainable Illawarra* Project.

### 9.3.4 ISS Sustainability Review

Key findings of the ISS Sustainability Review (ICLEI Oceania, 2007c) are summarised below:

- Council shows a broad understanding and awareness of sustainability, evident in the expanded TBL framework within its Strategic and Management Plans;
- A Sustainable Shellharbour Working Group has been formed, and could increase sustainability activities and outcomes by meeting more regularly;
- Council has a cascading planning framework from vision to corporate goals, strategies, KPIs and targets, however, there appears to be no formal process to enable flow to business unit plans;
- It is not clear how the sustainability goals are included in decision-making;
- There is an opportunity to develop strategic sustainability indicators to assist with monitoring progress;
- The Annual Report includes reports on the Management Plan and the Social Plan and it was recommended by ISS that reporting should be against specific targets and goals;
- No formal processes exist to ensure consistency of application of corporate goals across business units;
- OutcomeManager software tracks KPI data and the opportunity exists to utilise this software for tracking sustainability indicators; and
- Processes used to engage the community in the Strategic and Management Plan were not identified in Council documents and Council may benefit from engaging key stakeholders in monitoring and evaluation of programs and plans.

## 9.4 Wollongong City Council

Wollongong City Council has a structured planning and reporting framework, with a Vision and Mission that incorporate sustainability and a set of Strategic Goals that flow into Functions, Outcomes and Strategies addressed in the annual Corporate Plan (renamed the Management Plan from 2008), which is then translated into Business Unit Plans. The Corporate Plan 2007-2011 includes 'Measures of Success' including measures and targets for each Outcome.

Wollongong City Council has implemented a range of sustainability initiatives in the areas of policy and plan development, Council water and energy use, community education and Council has included the consideration of sustainability in several Council processes relating to funding allocation, risk, procurement and works.

The ISS Sustainability Review identified a range of opportunities for further integration of sustainability, some of which have already been progressed by Council, such as a document map for integrated planning, and the compilation of a set of strategic level indicators for the *Illawarra Sustainability Roadmap* (see Section 10: Sustainability Indicators).

### 9.4.1 Key Planning and Reporting Documents

The key Wollongong City Council planning and reporting documents that are relevant to sustainability are shown in Table 6.

Table 6: Key Wollongong City Council Planning and Reporting Documents Relevant to Sustainability

Document	Timeframe	Notes
Tomorrow's City Strategic Plan 2006-2015	Ten Year Plan, reviewed biannually	
Corporate Plan (renamed the Management Plan from 2008)	Four Year Plan, reviewed annually	Requirement of the NSW <i>Local Government Act 1993</i>
Local Environmental Plan and Development Control Plans	Variable	Requirement of the <i>Environmental Planning and Assessment Act 1979</i>
Social Plan 2007-2011	Five Year Plan	Requirement of the NSW <i>Local Government (General) Amendment (Community and Social Plans) Regulation 1999</i>
Cultural Plan 2006-2011	Five Year Plan	No legislative requirement for this Plan
Crime Prevention and Community Safety Plan 2007-2010	Three Year Plan	No legislative requirement for this Plan
Wollongong LGA Economic Development Strategy 2006	Ten Year Plan	No legislative requirement for this Plan
Sustainability Policy 2002	N/A	No legislative requirement for this Policy
Environment Fund and Environmental Management Plan 2004-2008	Four Year Plan	Outlines projects to be implemented using the Environment Fund
Greenhouse Action Plan 2001	10 Year Plan	Developed as part of the Cities for Climate Protection Program™.
Water Savings Action Plan 2007-2011	Four Year Plan	Requirement of the NSW <i>Energy Administration Amendment (Water and Energy Savings) Act 2005</i>
Energy Savings Action Plan 2008-2012	Four Year Plan	Requirement of the NSW <i>Energy Administration Amendment (Water and Energy Savings) Act 2005</i>
Illawarra Escarpment Strategic Management Plan 2006	No specified timeframe	Recommendation of the Illawarra Escarpment Commission of Enquiry
Floodplain Management Plans	Various	Requirement of NSW Government's Flood Prone Land Policy and Development Control Plan 54 (Managing Our Flood Risks)
Stormwater Management Plans	Three Year Plans	Requirement of the NSW <i>Protection of the Environment Administration Act 1991</i>
Estuary Management Plans	Five Year Plans	Requirement of the NSW <i>Estuary Management Policy</i>
Quarterly Management Plan Reports	Quarterly Report	Requirement of the NSW <i>Local Government Act 1993</i> , reports on Corporate Plan (renamed the Management Plan from 2008) progress within two months of quarter end.
Annual Report	Annual Report	Requirement of the NSW <i>Local Government Act 1993</i> , reports on the annual Corporate Plan (renamed the Management Plan from 2008).
State of the Environment Report	Annual Report	Requirement of the NSW <i>Local Government Act 1993</i> , reports on environmental pressures, state and current responses and potential activities.

#### 9.4.2 Wollongong Summary Table

A summary of the Vision, Mission, Strategic Goals and planning and reporting framework of Wollongong City Council is provided in Table 7.

Table 7: Wollongong City Council Summary Table

<b>Wollongong City Council</b>	
<b>Vision</b>	<p>An innovative, prosperous and sustainable City offering its people, visitors and investors the highest standards of environment, community life, services and infrastructure.</p>
<b>Values</b>	<p>In everything we do, we will always:</p> <ul style="list-style-type: none"> <li>• respect and respond to community needs;</li> <li>• continually improve the quality of our services;</li> <li>• be open and accessible;</li> <li>• be fair and equitable;</li> <li>• act with honesty and integrity;</li> <li>• value people's contribution;</li> <li>• support the culture of teamwork, cooperation and safety;</li> <li>• be creative and innovative, and</li> </ul> <p>Ask ourselves, 'What is best for Wollongong?'.</p>
<b>Mission</b>	To be a local government of excellence that enhances our City's quality of life and environment through effective leadership, community involvement and commitment to service
<b>Strategic Goals</b>	<p><u>City Leadership</u> Effective leadership of citywide development and responsible local government</p> <p><u>Development Management</u> High quality development based on sustainability principles</p> <p><u>Environment and Conservation</u> Protected natural areas and conservation of the environment</p> <p><u>Economic Growth</u> A growing economy and prosperous community with increased employment opportunities</p> <p><u>Community Life</u> Vibrant and inclusive local communities, with accessible services and facilities</p> <p><u>Infrastructure</u> Infrastructure that underpins development, community life and public safety</p> <p><u>Corporate Support</u> Excellence in management and continuous improvement in the delivery of Council services.</p>
<b>Planning and Reporting Framework</b>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p><b>Planning</b></p> </div> <div style="text-align: center;"> <p><b>Reporting</b></p> </div> </div>

Note: this is a summary only. More detail is provided in Wollongong City Council's Strategic Plan, Corporate Plan (renamed the Management Plan from 2008) and Annual Report.

### 9.4.3 Sustainability Initiatives Implemented

The following is a summary of some initiatives that have already been progressed at Wollongong City Council with regard to the integration of sustainability into planning, reporting and operations. Council conducts a variety of programs, including many community services, that have sustainability benefits, but only those that have direct reference to sustainability have been summarised in this section. A full description of all Wollongong City Council initiatives is included in its Annual Reports and State of the Environment Reports.

#### Plans and Policies

A list of the main policies, plans and reports that have relevance to sustainability are included in Table 6, however, the main documents that consider integrated sustainability are further outlined here.

Council adopted its ***Sustainability Policy*** in 2002, which sets out Council's commitment to careful planning and decision-making that aims to avoid any harmful local and global effects of its actions. It outlines the commitment of Council to sustainability within its environmental, social and economic activities (Wollongong City Council, 2002a). The awareness and implementation of this policy is currently not strong.

As shown in Table 7, Council's ***Strategic*** and ***Corporate Plans*** include Council's ***Vision*** which refers to a 'sustainable city'. This flows into Strategic Goals that each include Outcomes and Strategies (Wollongong City Council, 2006a and Wollongong City Council, 2007c). ***Measures of Success*** have been developed, including measures and targets, to monitor progress of Council toward these Outcomes (Wollongong City Council, 2007c). Council utilises 'Reflector' as a ***data management system*** to record and store data for Quarterly reporting against the Corporate Plan (renamed the Management Plan from 2008). This program is now also being used to record and store data for reporting against the Social Plan.

The ***Water Savings Action Plan***, focusing on Council's high water using facilities, was prepared for Council operations as a requirement of the NSW ***Energy Administration Amendment (Water and Energy Savings) Act 2005***. Council is also part of the ICLEI ***Water Campaign***<sup>TM</sup> and is committed to a ***water reduction target*** of 20% by 2010, based on consumption of the baseline year of 2000-2001.

The ***Draft Energy Savings Action Plan***, focusing on Council's high energy using facilities, was prepared for Council operations as a requirement of the NSW ***Energy Administration Amendment (Water and Energy Savings) Act 2005***.

Council has achieved Milestones 1 to 5 of the ***Cities for Climate Protection Program***<sup>TM</sup> and is now part of the CCP<sup>TM</sup> Plus program (currently developing a Sustainable Transport Action Plan). As part of Milestone 3, the ***Greenhouse Action Plan 2001*** was developed, setting out emission levels, and strategies for reducing emissions of both Council and the Community. The greenhouse gas ***emissions reduction goal*** for 2010 for Council's own operations and for the community is 20% each (both based on emissions levels in the baseline year of 1995-1996) (Wollongong City Council, 2001). A re-inventory of emissions occurred in 2003, showing some initial abatement of emissions.

The ***Social Plan 2007-2011*** has been prepared in accordance with the ***Local Government (General) Amendment (Community and Social Plans) Regulation 1999*** and addresses the target groups of Aboriginal and Torres Strait Islander People; Children and Families; Men; Older People; People from Culturally and Linguistically Diverse Backgrounds; People with a Disability; Women; and Young People. The Social Plan also aims to present issues affecting the broader community for the following issues: safety; natural and built environment; culture, employment, education and economic development; services and facilities; access, equity and diversity; health and wellbeing; community planning and social research; and community engagement and participation (Wollongong City Council 2007b).

The ***Cultural Plan 2006-2011*** assists Council to clearly understand the community's aspirations and values and identifies how Wollongong can enhance its cultural resources and strategic partnerships to produce sustainable economic, social, environmental and cultural outcomes (Wollongong City Council, 2006b).

The ***Crime Prevention and Community Safety Plan – Wollongong – A Safer Place*** was endorsed in January 2007 and provides direction for Council's approach to crime prevention and community safety. The document includes an action plan highlighting the five areas of Drug and Alcohol; Public Space; Young People; Women and Family; and Promotion. Strategies within the Plan target crimes and anti social behaviours that have been identified as some of the most problematic in Wollongong, including graffiti and vandalism, drug and alcohol abuse, domestic violence, motor vehicle theft, risk taking behaviours of young people, and the built environment (R. Jordon, pers. comm., 7 April 2008).

Wollongong City Council is part of the **Child Friendly Cities** initiative, which is a UNICEF program where the voices, needs, priorities and rights of children are an integral part of public policies, programmes and decisions (UNICEF Innocenti Research Centre, 2008). Council is undertaking a range of strategies which are consistent with UNICEF's Child Friendly Cities Framework and will support building a child friendly Wollongong. In particular Council is focusing on ensuring that the needs of children and young people are considered in matters related to the built environment and that their participation in the city is increased (T. Venaglia, pers. Comm., 15 April 2008).

More recent landuse planning instruments and policies have included reference to sustainability, particularly with regard to (ESD). The ***Wollongong City Centre Local Environmental Plan and Development Control Plan 2007*** incorporate principles pertaining to ESD, requiring the consideration of greenhouse gas reduction, embodied energy in materials and building processes, building design and orientation, passive solar design and day lighting, natural ventilation, energy efficiency and energy conservation, water conservation and water reuse, waste minimisation and recycling, reduction of car dependence, potential for adaptive reuse (Wollongong City Council, 2007d and e). The ***Development Control Plan No.49 Residential Development*** aims to achieve improved residential amenity and encourages the provision of a mix of housing types; energy efficiency/passive solar design principles (Wollongong City Council, 2007f). The ***Rainwater Tanks Policy*** aims to encourage residential, commercial and industrial properties to maximise on-site water retention and re-use, in conjunction with other Council policies (Wollongong City Council, 2007g).

### Sustainability in Council Processes

Consideration of sustainability has been incorporated in to many of Council's existing processes. The **Funding Allocation Process** is used in the corporate planning process to assist with the prioritisation of projects over the next five years. It includes social, economic, environmental and governance criteria and incorporates recurrent budget implications and whole of life costs. There is a specific reference to operational risk (including environmental risk) and financial risk in the **Major Projects Risk Report Template** which is used for reporting and monitoring of major projects. This is compiled to form an overall risk assessment for projects/action in the Quarterly Corporate Reviews.

Reports to Council and Executive Management Committee require reference to the relevant Corporate Plan (renamed the Management Plan from 2008) Program/Functions/Strategy, and to ecological sustainability, communication and consultation, financial implications and risk assessment.

Council is working to develop an **Environmental Management System**. As part of this process, an Internal Environmental Review has been undertaken, identifying areas of environmental risk associated with the activities undertaken by Council. A **Review of Environmental Factors/Statement of Environmental Effects System** has been developed for maintenance activities within the Divisions of City Works, Infrastructure and Commercial Projects and Property.

Council's **Procurement Policy and Procedures** include some reference to consideration of sustainable products and environmental checklists have been developed to assist decision-making during purchasing of goods and services. The Council's **Community Engagement Policy and Framework** states that Council commits to continually improve its engagement performance through the use of "Good Practice in Community Engagement" which will be achieved by the establishment, implementation, and evaluation of the Community Engagement Framework. This policy and framework are consistent with Council's Corporate Philosophy, Goals and Governance responsibilities (Wollongong City Council, 2005a).

### Education for Sustainability

Wollongong Council undertakes several community education projects that aim to inform local residents, schools and businesses about how to consider sustainability in their home, school or work life and to build capacity into these groups to make decisions and take action on their own. The **Waste Education Program** raises awareness in the community and teaches people about turning their household waste into a resource, changing attitudes about waste and the correct use of our domestic waste collection service. The **Rise and Shine Sustainable Environment Program**, aims to inspire the local community to undertake environmental and civic pride projects within the local government area and **World Environment Day** is held each year with practical environmental workshops for years 5 and 6 students (Wollongong City Council, 2007a). The **Sustainability Street** Program aims to save residents money on their power and water bills, provides guidance on growing their own chemical free vegetables, advice on how to reduce household waste and works at creating a safer community for families in which to live.

The **Sustainability Begins at Home** Program was initiated in 2004, including education workshops, an information booklet and discount vouchers for sustainable products distributed to 70,000 households. This program will be re-designed and delivered regionally as part of the Regional *Sustainable Illawarra* Project during 2008-2010. The **Sustainability in the Workplace** Program focuses on providing opportunities for local businesses to improve their environmental and economic performance with education and support programs. The **Community Food Access Project** is working towards addressing the issues contributing to food insecurity and improving local community food systems in Wollongong (Wollongong City Council, 2007a). Education about local biodiversity and the opportunity for action in the local area is offered through the **Bushcare** Program.

### Infrastructure

A stormwater reuse facility was installed in **Reed Park, Dapto**, to reduce the amount of nutrients and suspended solids entering Mullet Creek and to harvest stormwater for irrigation of the playing fields (Wollongong City Council, 2002). A reuse project is currently being designed for **Thomas Dalton Park, Fairy Meadow** as part of the *Sustainable Illawarra* Project.

A major **water reduction project** included the installation of forty 1000 litre water storage tanks on the roof of the Administration Building. The rainwater harvested is used throughout the ten floor building for flushing toilets and urinals. Water saving devices and rainwater tanks have been installed in a number of Council buildings (Wollongong City Council, 2003 and 2006c).

A range of **energy saving projects** have been undertaken at Council buildings, including energy audits, the installation of motion sensors and voltage reduction units for lighting, timers on water boilers, and a power factor correction was implemented at the Council Administration Building and Town Hall (Wollongong City Council, 2003 and 2005b). The Council vehicle fleet includes some hybrid vehicles.

### Ecological Footprint and Triple Bottom Line Report

The University of Sydney was commissioned in 2003 to prepare an **Ecological Footprint and Triple Bottom Line** Report for Wollongong City Council and the City of Wollongong. The report determined the spatial impact of the Council and the population. The TBL report included economic indicators (imports, economic linkage and business size), social indicators (employment, income and government revenue) and environmental indicators (ecological footprint, greenhouse gas emissions, water use, energy use, mineral resources, timber resources, SO<sub>2</sub> emissions and NO<sub>x</sub> emissions) (Lenzen, and Wood, 2003).

The study found that Council had an ecological footprint in 2001/2002 of 6,742 hectares, equating to 4.6 hectares per employee. A sustainable ecological footprint is considered to be 1.2 hectares. The report (Lenzen, and Wood, 2003) identified the largest contributors to the footprint are:

- Electricity supply;
- Petroleum consumption;
- Waste services;
- Concrete;
- Bitumen;
- Hardwoods;
- Paper; and
- Printing.

The Wollongong community footprint was calculated as 6 hectares per capita and the major contributors were identified as:

- Electricity supply;
- Petrol;
- Beef products;
- Dairy products;
- Motor vehicles;
- Air transport;
- Hospitality;
- Furniture;
- Publishing; and
- Clothing.

#### 9.4.4 ISS Sustainability Review

Key findings of the ISS Sustainability Review (ICLEI Oceania, 2007d) are summarised below:

- Council is evidently committed to pursuing sustainability, it is included within various strategic documents and a Sustainability Policy exists;
- There is some confusion as to what 'sustainability' means to the organisation;
- There is scope for sustainability awareness and training throughout the organisation;
- Council has a logical planning process but there is some scope to increase consistency across the various Council plans;
- Measures and targets within the Corporate Plan are variable in their ease of use for monitoring and progress reporting and these could be refined;
- Reporting against the Corporate Plan is undertaken regularly against strategic goals and program areas;
- Strengthening the links between the strategic goals and the annual report should be evident during the next annual reporting cycle, which reports on the latest Strategic Plan (this review was undertaken prior to the development of the Annual Report 2006-2007);
- There is scope for more integration of sustainability into business excellence programs;
- Stakeholder groups are identified by Council and a Community Engagement Strategy is underway, which should facilitate consistent engagement on issues across the Council.

#### 9.5 Recommendations from the ISS Reviews

A range of recommendations were identified by ISS to address any opportunities for improvement. These recommendations, included in the Sustainability Review Reports, have already been provided to each Council. It is envisaged that the recommendations will form part of the proposed *Illawarra Sustainability Action Plan* that will be developed to assist integration of this Roadmap into each Council's operations. This action plan will include specific timeframes and opportunities for partnerships to implement the actions.

## 10. SUSTAINABILITY INDICATORS

### 10.1 Process

Rather than develop new specific sustainability goals for the *Illawarra Sustainability Roadmap*, the existing Strategic Goals of each Council were used within this Project's framework. Strategic sustainability indicators were developed to assist measurement of these existing Goals of each Council.

A set of strategic sustainability indicators for the region has been developed in order to:

- assist measurement of each Councils' existing Strategic Goals, all of which to date had no specific sustainability measures associated with them;
- build on existing indicators at the less-strategic levels (i.e. outcome and activity level) to work towards forming a cascading measures framework;
- provide measures across the sectors of social, environmental, infrastructure, economic and governance to assist with monitoring the balance of these sectors; and
- provide a consistent set of indicators across the region to enable benchmarking Council performance.

The process of developing the indicators was assisted by the ISS TBL Program using its 'Indicators and Targets' module. Using tools provided by ISS (ICLEI Oceania, 2007e), staff from each Council reviewed a set of existing Corporate/Management Plan indicators against a set of core criteria for sustainability indicators:

- Specific – Is the indicator explicit and unambiguous?
- Measurable – Can the indicator be measured, to provide quantitative and/or qualitative data on performance and changing conditions?
- Availability – Can data for the indicator be obtained at a reasonable cost compared to its value?
- Relevant – Is the indicator relevant to the situation, stakeholder need, sustainability impact, activity, plan, policy or strategy it is designed to monitor?
- Appropriate time and spatial scale – Does the indicator use time and spatial scales that provide meaningful information?
- Reliable – Will two or more measurements of the indicator arrive at the same result?
- Comparative – Can the indicator be compared over time?

ISS staff also reviewed these sets of indicators for each Council and provided reports including opportunities for improvement. The combination of undertaking this activity and the ISS report have provided participating Council staff with improved skills for indicator development.

Subsequent to the review of existing indicators, a regional workshop with staff from each Council was held to develop a set of strategic level sustainability indicators to assist measurement of existing Council Strategic Goals. While each Council has differing Strategic Goals (see Tables 3, 5 and 7), by grouping the goals along the common sectors of social, environmental, infrastructure, economic, and governance a consistent set of indicators was devised for each sector. This grouping is shown in Table 8.

Table 8: Strategic Goals Grouped into Sustainability Sectors and Key Themes for Development of Regional Sustainability Indicators

	<b>Kiama Municipal Council</b>	<b>Shellharbour City Council</b>	<b>Wollongong City Council</b>	<b>Themes</b>
<b>Social</b>	<u>Community Cohesion and Wellbeing</u> - Kiama Council's goal is that the community will have an enhanced quality of life and that it will have promoted access, equity and social justice.	<u>Community</u> - We aim to develop with our community a network of social capital and recreational infrastructure.	<u>Community Life</u> - Vibrant and inclusive local communities, with accessible services and facilities.	<ul style="list-style-type: none"> <li>• Social capital</li> <li>• Quality of life</li> <li>• Vibrancy</li> <li>• Inclusiveness</li> <li>• Access</li> <li>• Equity</li> <li>• Social justice</li> </ul>
	<u>Quality Facilities, Services and Infrastructure</u> - Kiama Council's goal is to plan and manage its facilities, services and infrastructure so that they are continuously improved to be the best Council can provide within its available resources.			
<b>Environment</b>	<u>Sustainable Environment</u> - Kiama Council's goal is that Kiama will have high quality natural, rural, town and village environments and landscapes sustained and enhanced for the present and for the future.	<u>Environment</u> - At Shellharbour City we aim to conserve, protect and enhance our city's environment.	<u>Environment and Conservation</u> - Protected natural areas and conservation of the environment.	<ul style="list-style-type: none"> <li>• Quality natural environment</li> <li>• Rural environment</li> <li>• Town/village/city environment</li> <li>• Sustained landscapes</li> <li>• Conservation/protection</li> <li>• Enhancement</li> </ul>
			<u>Development Management</u> - High quality development based on sustainability principles.	
<b>Infrastructure</b>	<u>Quality Facilities, Services and Infrastructure</u> - Kiama Council's goal is to plan and manage its facilities, services and infrastructure so that they are continuously improved to be the best Council can provide within its available resources.	<u>Community</u> - We aim to develop with our community a network of social capital and recreational infrastructure.	<u>Infrastructure</u> - Infrastructure that underpins development, community life and public safety.	<ul style="list-style-type: none"> <li>• Well managed</li> <li>• Within budget</li> <li>• Underpinning development, community life and public safety</li> </ul>
		<u>Economy</u> - Our role includes the development and maintenance of efficient infrastructure that supports economies, continued improvements in the effectiveness of our approval processed and the promotion of local employment and business development.		
<b>Economic</b>	<u>A Vibrant and Diverse Economy</u> - Kiama Council's goal is for an economy built on both traditional and future businesses and industries, which generate local employment and training opportunities.	<u>Economy</u> - Our role includes the development and maintenance of efficient infrastructure that supports economies, continued improvements in the effectiveness of our approval processed and the promotion of local employment and business development.	<u>Economic Growth</u> - A growing economy and prosperous community with increased employment opportunities.	<ul style="list-style-type: none"> <li>• Traditional and future business</li> <li>• Local employment</li> <li>• Business development</li> <li>• Prosperous community</li> </ul>
<b>Governance</b>	<u>Good Governance</u> - Kiama Council's goal is to exercise good governance as an independent Council which is well administered and engages actively with its community.	<u>Council Organisation</u> - Our objective is to provide optimal and effective services to the community and our elected Council, on a continual improvement basis.	<u>City Leadership</u> - Effective leadership of citywide development and responsible local government.	<ul style="list-style-type: none"> <li>• Good governance</li> <li>• Being well administered</li> <li>• Leadership</li> </ul>
	<u>Sound Financial and Resource Management</u> - Kiama Council's goal is for sound financial management that secures the resources to meet its commitments in the short and long term.		<u>Corporate Support</u> - Excellence in management and continuous improvement in the delivery of Council services.	

The regional indicators developed at the workshop were then refined, assessed against the criteria (as described by ICLEI Oceania 2007e) and preferred options were nominated by all participating staff. The resulting set of indicators is shown in Section 10.2 Sustainability Indicators.

A framework for each Council to apply the indicators, linking the indicators back to their particular Strategic Goals for easy application at a local level, can be found in Section 11: Strategic Goals and Sustainability Indicator Frameworks.

## 10.2 Sustainability Indicators

While the *Illawarra Sustainability Roadmap* focuses on sustainability within Council operations, these indicators address a combination of matters over which Council has both direct and indirect control. The indicators that report on the situation within the community, rather than within Council's operations, address matters that Council does have some indirect control, through activities involving education, capacity building and planning controls (particularly in the environmental and economic sectors). These types of indicators are included to better measure progress towards the Strategic Goals of each Council. Each indicator description includes a note as to whether it measures the situation within the Council organisation or the community (which can include other government organisations) or both.

This section is divided into the sectors of social, environment, infrastructure, economy, and governance. Infrastructure is included as a separate theme due to the recent focus on the condition of Council infrastructure (as raised in financial and infrastructure reviews undertaken in 2006 and 2007) and the impact that these issues have on all of the other sectors.

The key themes that the indicators are intended to measure are identified for each sector, extracted from each relevant Strategic Goal across the Councils. These key themes for each sector are also shown in Table 8. This is followed by a set of relevant indicators developed in consultation with staff from each Council. Each indicator includes an explanation, potential data source, whether it is a Council and/or community indicator and identifies to which other sectors it can be applied (if relevant to more than one sector). It is recommended that each Council develop localised targets for each indicator.

### 10.2.1 Social Indicators

The key themes across the relevant Strategic Goals of each Council include:

- Social capital;
- Quality of life;
- Vibrancy;
- Inclusiveness;
- Access;
- Equity; and
- Social justice.

These indicators are intended to measure progress towards the themes described above, leading to measurement of the Strategic Goals that relate to the social sector. This sector requires further development of meaningful indicators, particularly in the areas of access, inclusiveness, vibrancy, social capital and justice and health. This will be pursued as the *Illawarra Sustainability Roadmap* Project continues.

<b>Utilisation of Recreational and Community Facilities and Participation in Cultural Activities</b>		
<b>Indicator No. 1</b>	<b>Annual utilisation of recreational and community facilities and participation in cultural activities (% or number depending on facility type (see below for details))</b>	<b>Social</b>
<p>This indicator can be measured using Community Survey data or where this is not available through the occupancy levels of recreational and community facilities. Council may chose the most appropriate way to measure this indicator, depending on data collection method available.</p> <p>Survey</p> <ul style="list-style-type: none"> <li>• Percentage of the people surveyed who participated in arts and/or culture activities in the past 12 months;</li> <li>• Cultural Events – Percentage of the people surveyed who attended/participated in a Council organised major event during the past 12 months (with Council event names listed in survey);</li> <li>• Percentage of the people surveyed who attended a Council library during the past 12 months                             <ul style="list-style-type: none"> <li>• at least once; or</li> <li>• regularly (at least monthly);</li> </ul> </li> <li>• Percentage of the people surveyed who used Council owned parks, sports fields and other open spaces for active sport or recreation activity or passive recreation on a regular basis (at least monthly) in the last 12 months;</li> <li>• Percentage of the people surveyed who used patrolled beach areas or rock pools or Council pools for recreation or sport/physical activity purposes on a regular basis (at least monthly) in the last 12 months.</li> </ul> <p>These questions are based on existing Wollongong City Council Community Survey questions. Community surveys are only conducted every two years, with the above questions regarding the previous 12 months. By including demographic questions within the survey, this can be correlated with usage by people with a disability, from culturally and linguistically diverse backgrounds and different age groups.</p> <p style="text-align: center;">or</p> <p>Occupancy Levels</p> <ul style="list-style-type: none"> <li>• Sporting Fields - measured as the utilisation against capacity as determined for the optimal operation of the facility, e.g Number of fields or time slots utilised during the period x100 / No. field or time slots available for optimal operation;</li> <li>• Leisure Centres - measured as the number of visits to each centre during the period;</li> <li>• Pools - measured as the number of visits to each pool during the period;</li> <li>• Golf Course - measured as the number of visits to the Golf Course during the period;</li> <li>• Botanic Gardens – measured as the % of people surveyed who visited the Gardens during the period;</li> <li>• Community Centres – measured as the utilisation against capacity as determined for the optimal operations of the facility, e.g. Number of rooms or time slots booked during the period x100 / No. of rooms or time slots available for bookings;</li> <li>• Libraries - Number of visits to each library during the period.</li> </ul> <p>Not all of the facility categories are relevant for all Councils. This component of the indicator can also be reported monthly or quarterly.</p>		<p>Source: Community Survey and Facilities Records</p> <p>Council and Community Indicator</p>

<b>Community Perception of Safety</b>		
<b>Indicator No. 2</b>	<b>Proportion of adults surveyed annually/biannually (depending on survey frequency) basis who report feeling completely safe or mostly safe or better in their local area (as a % of total adults surveyed)</b>	<b>Social</b>
This indicator measures the proportion of the adult community who feels 'completely safe' or 'mostly safe' as a proportion of all adults surveyed. This is based on Wollongong City Council's existing community survey terminology. Community surveys are only conducted every two years, with the above questions regarding the previous 12 months. The community survey terminology and definitions will need to be consistent across the Council areas.		Source: Community Survey
		Community Indicator

<b>Crime</b>		
<b>Indicator No. 3</b>	<b>Annual NSW Police recorded crime statistics for the LGA in categories: assault, break and enter and stealing from person, motor vehicle theft, malicious damage to property (number of reports)</b>	<b>Social</b>
This indicator reports the NSW Police crime statistics report recorded incidents per 100,000 population in each LGA for the year for the categories of:		Source: NSW Police
<ul style="list-style-type: none"> <li>• assault;</li> <li>• break and enter and stealing from person;</li> <li>• motor vehicle theft; and</li> <li>• malicious damage to property.</li> </ul>		Community Indicator

<b>Voluntary Community Involvement</b>		
<b>Indicator No. 4</b>	<b>Number of voluntary community involvement hours within Council volunteer programs for the categories of Community Services and Environmental Improvement and proportion of people surveyed who have undertaken a volunteer activity within the previous 12 months.</b>	<b>Social and Environmental</b>
This indicator measures:		Source: Council Program Records and Community Survey
<ol style="list-style-type: none"> <li>1. the number of hours contributed by community volunteers as part of Council-run volunteer programs, as shown by program participation statistics in the categories of: <ul style="list-style-type: none"> <li>• Community Services Programs; and</li> <li>• Environmental improvement programs; and</li> </ul> </li> <li>2. the proportion of the community who have undertaken a volunteer activity within the community. This is measured via community survey, as the percentage of people surveyed who have undertaken any volunteer activity: <ul style="list-style-type: none"> <li>• at least once in the past 12 months; and/or</li> <li>• Regularly (meaning monthly or more often).</li> </ul> </li> </ol> <p>This portion of the indicator is based on Wollongong City Council's existing community survey terminology. Community surveys are only conducted every two years, with the above questions regarding the previous 12 months.</p>		Council and Community Indicator

10.2.2 Environmental Indicators

The key themes across the relevant Strategic Goals of each Council include:

- Quality natural environment;
- Rural environment;
- Town/village/city environment;
- Sustained landscapes;
- Conservation/protection; and
- Enhancement.

These indicators are intended to measure progress towards the themes, leading to measurement of the Strategic Goals that relate to the environmental sector.

<b>Greenhouse Gas Emissions</b>		
Indicator No. 5	Annual greenhouse gas emissions from Council operations by category (buildings, streetlights, fleet, waste) (CO <sub>2</sub> equivalent)	Environmental
<p>The indicator measures:</p> <ol style="list-style-type: none"> <li>1. the greenhouse gas emissions of Council managed properties, in units of CO<sub>2</sub> equivalent, from the following categories:                             <ul style="list-style-type: none"> <li>• Council managed properties;</li> <li>• streetlights;</li> <li>• fleet vehicles; and</li> <li>• waste produced by Council operations.</li> </ul> <p>All properties for which Council receives bills are included (this may be reduced to only properties that Council actually manages, depending on how each Council chooses to report its data). Councils are already collecting this information utilising the services of Planet Footprint.</p> </li> <li>2. greenhouse gas emissions of the community in the following categories:                             <ul style="list-style-type: none"> <li>• commercial;</li> <li>• industrial;</li> <li>• residential;</li> <li>• transport; and</li> <li>• waste.</li> </ul> <p>This indicator can currently only be reported on using default data based on Australian averages and local population estimates, provided by the Cities for Climate Protection Program™. More accurate data for this component of the indicator is currently not available from energy utilities or transport/traffic authorities. This will be investigated in the future.</p> </li> </ol> <p>The Council emissions portion of the indicator can also be reported quarterly.</p>		<p>Source: Quarterly Planet Footprint Reports, reporting energy consumption and greenhouse gas emissions for Council or undertake calculations using Council energy bills, fleetcard reports, weighbridge statistics for waste (utilising most recent Australian Greenhouse Office emissions factors to calculate emissions in units CO<sub>2</sub> equivalent).</p> <p>Energy consumption figures from Utilities, kilometres travelled figures from transport and traffic authorities, waste to landfill figures from Waste Disposal Facilities.</p> <p>Council and Community Indicator</p>

<b>Water Consumption</b>		
<b>Indicator No. 6</b>	<b>Annual water consumption by Council operations and by the Community (kL)</b>	<b>Environmental</b>
<p>The indicator measures:</p> <ol style="list-style-type: none"> <li>the water consumption of Council managed properties. All properties for which Council receives bills are included (this may be reduced to only properties that Council actually manages, depending on how each Council chooses to report its data). Councils are already collecting this information utilising Sydney Water Corporation data and the services of Planet Footprint; and</li> <li>the water consumption of the community in the following categories: <ul style="list-style-type: none"> <li>commercial;</li> <li>industrial;</li> <li>houses;</li> <li>flats/units; and</li> <li>other.</li> </ul> <p>Councils are already collecting this information utilising Sydney Water Corporation data.</p> </li> </ol> <p>The Council consumption portion of the indicator can also be reported quarterly.</p>		<p>Source: Quarterly Planet Footprint Reports (for Council consumption); and Data provided to each Council annually by Sydney Water Corporation (for community consumption). Council and Community Indicator</p>

<b>Vegetation</b>		
<b>Indicator No. 7</b>	<b>Proportion of land vegetated and proportion of land containing Endangered Ecological Communities</b>	<b>Environmental</b>
<p>This indicator measures the proportion of land that is vegetated, based on vegetation mapping using aerial photographs, which is updated on a regular basis at each Council, for example every five years. Each Council should list within this indicator the vegetation communities that are included in the 'land vegetated' calculation and which communities are native (as they vary across Councils).</p> <p>This indicator also measures the proportion of land that contains Endangered Ecological Communities, as listed under the <i>Threatened Species Conservation Act 1995</i>. It should be noted that significant changes in this calculation may occur each reporting period as new communities are listed under the legislation. A note about new listings should be included in all reports of this indicator.</p>		<p>Source: Vegetation Maps on Council Geographic Information Systems  Council and Community Indicator</p>

<b>Resource Recovery</b>		
<b>Indicator No. 8</b>	<b>Annual resource recovery from all waste received at the Waste and Recycling Facilities, including kerbside collections (as a % of all waste received) and resource recovery from Council operations (as a % of all Council waste generated)</b>	<b>Environmental</b>
<p>This indicator measures:</p> <ol style="list-style-type: none"> <li>the proportion of waste received at the waste facility that is reused, recycled or reprocessed in the following categories: <ul style="list-style-type: none"> <li>municipal;</li> <li>commercial &amp; industrial; and</li> <li>construction &amp; demolition waste.</li> </ul> <p>These categories are aligned to those reported to the Department of Environment and Climate Change as a required for the NSW Waste Avoidance and Resource Recovery Targets.</p> </li> <li>the proportion of waste from Council operations that is reused, recycled or reprocessed. This is included in the above figures, but can be reported separately for a detailed assessment of Council's own resource management.</li> </ol> <p>This indicator can also be reported quarterly.</p>		<p>Source: Council Waste Facility weighbridge data, waste audits of Council waste, reports to the Department of Environment and Climate Change as a required for the NSW Waste Avoidance and Resource Recovery Targets. Council and Community Indicator</p>

<b>Beach Water Quality</b>		
<b>Indicator No. 9</b>	<b>Annual Beach Water Quality Compliance and ranking of beaches monitored by the Beachwatch Program (as a % of samples that comply with guidelines and the annual ranking/18 for each beach monitored)</b>	<b>Environmental</b>
<p>This indicator measures:</p> <ul style="list-style-type: none"> <li>the compliance with the NSW Government's Beachwatch Program water quality criteria for enterococci and faecal coliforms (as specified in Beachwatch Annual Reports); and</li> <li>the ranking of each beach within all of the beaches in the Illawarra that are monitored as part of the Beachwatch Program.</li> </ul> <p>This is the only consistent water monitoring program across the local government areas and each Council already reports this in the annual State of the Environment Report.</p> <p>The beaches monitored as part of this programs are:</p> <ul style="list-style-type: none"> <li>Kiama Local Government Area - Boyd's Jones, Bombo, Surf Beach (Kiama) and Werri Beach;</li> <li>Shellharbour Local Government Area - Lake Illawarra Entrance; Warilla, Shellharbour;</li> <li>Wollongong Local Government Area - Austinmer, Thirroul, Bulli, Woonona, Bellambi, Corrimal, Coniston, North Wollongong, Wollongong City, Fishermans, Port Kembla.</li> </ul> <p>Information on the Beachwatch Program and the water quality criteria used for assessment, see the Department of Environment and Climate Change website: <a href="http://www.environment.nsw.gov.au/beach/beaches.htm">http://www.environment.nsw.gov.au/beach/beaches.htm</a>.</p> <p>This indicator can also be measured seasonally.</p>		<p>Source: Beachwatch Annual Reports, see the Department of Environment and Climate Change website: <a href="http://www.environment.nsw.gov.au/beach/beaches.htm">http://www.environment.nsw.gov.au/beach/beaches.htm</a></p>
		<b>Council and Community Indicator</b>

<b>BASIX Certificates</b>		
<b>Indicator No. 10</b>	<b>Annual proportion of Development Applications that exceed BASIX minimum requirements (as a % of all certificates)</b>	<b>Environmental</b>
<p>This indicator measures the proportion of BASIX certificates per annum that have energy and water ratings that exceed (rather than just meet) the minimum requirements for BASIX approval by 10 points or more.</p> <p>Once some substantial baseline data has been collected for this indicator, Councils may choose to vary the amount of points by which DAs must exceed to be included in this indicator.</p>		<p>Source: Ratings on BASIX certificates from NSW Department of Planning. Councils will need to record all BASIX Certificate numbers from Development Applications to source the relevant data from the NSW Department of Planning.</p>
		<b>Community Indicator</b>

10.2.3 Infrastructure Indicators

The key themes across the relevant Strategic Goals of each Council include:

- Being well managed;
- Within budget; and
- Underpinning development, community life and public safety.

These indicators are intended to measure progress towards the themes, leading to measurement of the Strategic Goals that relate to the infrastructure sector. The infrastructure sector refers to Council infrastructure including roads and bridges; buildings and carparks; stormwater drainage; and recreational facilities.

<b>Infrastructure Renewal Backlog</b>		
<b>Indicator No. 11</b>	<b>Annual infrastructure renewal backlog (as a % of total infrastructure assets)</b>	<b>Infrastructure and Governance</b>
Infrastructure backlog (\$M) as % of total infrastructure assets (estimated at replacement cost).		Source: Infrastructure/ Engineering/ Works & Services Department
Infrastructure backlog are those assets that have lived past their renewal point and have not been replaced. Categories include: <ul style="list-style-type: none"> <li>• Roads and bridges;</li> <li>• Buildings and carparks;</li> <li>• Stormwater drainage; and</li> <li>• Recreational facilities.</li> </ul>		Council Indicator

<b>Infrastructure Asset Renewal Expenditure</b>		
<b>Indicator No. 12</b>	<b>Infrastructure Asset Renewal Expenditure Ratio</b>	<b>Infrastructure and Governance</b>
Infrastructure Asset Renewal Expenditure is a ratio of funds spent renewing infrastructure assets to annual depreciation of infrastructure assets. The figure shows that current capital expenditure is 'x' times the current annual depreciation allowance on existing assets.		Source: Financial Reports
		Council Indicator

<b>Capital Expenditure/Depreciation Ratio</b>		
<b>Indicator No. 13</b>	<b>Annual Capital Expenditure/Depreciation Ratio (%)</b>	<b>Infrastructure and Governance</b>
This indicator can assist in identifying the potential decline or improvement in asset condition & standards.		Source: Financial Reports and Infrastructure/ Engineers/Works & Services Department.
To calculate the indicator: (Total annual property, plant and equipment - total previous year annual property, plant and equipment x 100) / annual depreciation expense		This is already reported by Councils to the DLG for Annual Comparative Statistics.
		Council Indicator

10.2.4 Economic Indicators

The key themes across the relevant Strategic Goals of each Council include:

- Traditional and Future business;
- Local employment;
- Business development; and
- Prosperous Community.

These indicators are intended to measure progress towards the themes, leading to measurement of the Strategic Goals that relate to the economic sector. This sector required further development of meaningful indicators, particularly in the areas of local business development including agricultural diversity. This will be pursued as the *Illawarra Sustainability Roadmap* Project continues.

<b>Unemployment</b>		
<b>Indicator No. 14</b>	<b>Annual proportion of youth and adult population registered as "unemployed" or "seeking employment" (as a % of all population in each category)</b>	<b>Economy</b>
This indicator measures the proportion of the youth and adult population that are registered with Centrelink as 'unemployed' or 'seeking employment'. This can be reported as separate figures for youth and adult.		Source: Centrelink, ABS
		Community Indicator

<b>Local Employment</b>		
<b>Indicator No. 15</b>	<b>Proportion of people surveyed annually/biannually (depending on survey frequency) working in the local government area and the Illawarra Region (as a % of all employed people surveyed) and average commuting to work time (minutes).</b>	<b>Economy, Social and Environmental</b>
This indicator measures:		Source: Community Survey and ABS
<ol style="list-style-type: none"> <li>1. the proportion of adult residents surveyed that work within : <ul style="list-style-type: none"> <li>• Local Government Area; and</li> <li>• The Illawarra region (either the Kiama, Shellharbour or Wollongong Local Government Areas); and</li> </ul> </li> <li>2. the average time spent commuting to work, in minutes, which is measured by the Australian Bureau of Statistics in its Household Travel Survey or can be included in a Community Survey.</li> </ol>		Community Indicator

<b>Landuse and Employment Lands</b>		
<b>Indicator No. 16</b>	<b>Proportion of land (%), land area (hectares) and annual land area change (%) for each zoning type under the Local Environmental Plan, and the proportion of land (%) that represents employment lands, reported annually.</b>	<b>Economy and Environmental</b>
This indicator measures the proportion of all land and actual land area (hectares) that is zoned for different purposes, including residential, business, industrial, recreation, environmental protection etc. It will show the change over time between each zone type. In addition, those zonings representing employment lands should also be grouped and presented to provide a proportion of land zoned for employment (and Councils may choose to also report hectares of employment land per capita).		Source: Council Local Environment Plan
A more specific indicator focussing on agricultural land, including agricultural diversity, should be investigated when such data is available through means such as the Farmland Rate Form or Rural Land Protection Board Annual Return on Livestock. This will assist to measure other themes from the social and environmental sectors, such as equity and rural environment.		Council and Community Indicator

10.2.5 Governance Indicators

The key themes across the relevant Strategic Goals of each Council include:

- Good governance;
- Being well administered; and
- Leadership.

These indicators are intended to measure progress towards the themes, leading to measurement of the Strategic Goals that relate to the governance sector. This sector required further development of meaningful indicators, particularly in the areas of leadership, staff satisfaction and risk management. This will be pursued as the *Illawarra Sustainability Roadmap* Project continues.

<b>Council's Services and Facilities</b>		
<b>Indicator No. 17</b>	<b>Proportion of customers surveyed annually/biannually (depending on survey frequency) that are satisfied with Council's services and facilities (as a % of all customers surveyed)</b>	<b>Governance and Social</b>
This indicator measures the overall satisfaction of ratepayers with Council's services and facilities and can be included in an annual community survey.		Source: Community Survey
Survey question and response categories need to be developed and be consistent across the Local Government Areas. For example, those that are satisfied may include categories of 'satisfied' or 'very satisfied'.		Council and Community Indicator

<b>Community Engagement</b>		
<b>Indicator No. 18</b>	<b>Proportion of customers surveyed annually/biannually (depending on survey frequency) that are satisfied with Council's community engagement activities (as a % of all customers surveyed)</b>	<b>Governance and Social</b>
This indicator measures the overall satisfaction of ratepayers with Council's community engagement activities and can be included in an annual community survey.		Source: Community Survey
Survey question and response categories need to be developed and be consistent across the Local Government Areas. For example, those that are satisfied may include categories of 'satisfied' or 'very satisfied'.		Council Indicator

<b>Rates and Annual Charges/Revenue from Continuing Operations</b>		
<b>Indicator No. 19</b>	<b>Council's annual rates and annual charges as a proportion of revenue from continuing operations (%)</b>	<b>Governance</b>
This indicator is a measure of the reliance on rating income. It is the percentage of Council revenue which is derived from rates.		Source: Financial reports
To calculate the indicator: Rates & annual charges / Revenue from continuing operations		Council Indicator

<b>Development Assessment Determinations</b>		
<b>Indicator No. 20</b>	<b>Annual proportion of development assessments that are assessed and determined within 40 days (as a % of all development assessments)</b>	<b>Governance</b>
<p>This indicator measures the proportion of development applications that are assessed and determined within 40 days.</p> <p>The 40 day timeframe will soon be amended for Councils and such changes will be incorporated in updates of these indicators for those councils who chose to report on this indicator.</p> <p>This indicator can also be reported quarterly.</p>		<p>Source: Development Assessment Records</p>
		Council Indicator

<b>Staff Turnover</b>		
<b>Indicator No. 21</b>	<b>Annual Staff Turnover Rate (as a % of all staff)</b>	<b>Governance</b>
<p>This indicator is a measure of the annual proportion of full time equivalent staff turnover. This could be measured by age group and gender.</p>		<p>Source: Human Resources</p>
		Council Indicator

<b>Staff Injuries</b>		
<b>Indicator No. 22</b>	<b>Lost Time Injury Frequency Rate</b>	<b>Governance</b>
<p>Lost-time injury frequency rate measures the number of lost time injuries for every one million hours worked by employees. Lost time injuries are those occurrences that have resulted in a fatality, permanent disability or time lost from work of one day/shift or more.</p>		<p>Source: Risk Management/ Human Resources</p>
		Council Indicator

## 10.2 Further Indicator Development

There are themes within most sectors that still require robust indicators for their effective measurement, due to current lack relevant measurement programs in place. These gaps will be investigated as the *Illawarra Sustainability Roadmap* Project continues, and as Council work to integrate the indicators into their Corporate Planning cycles, to enable better measurement of Strategic Goals. These indicators are able to be reviewed periodically as better data becomes available and any changes will be reported to Councils for their adoption within planning and reporting frameworks. The following is a list of themes that require further indicator development:

- access;
- inclusiveness;
- vibrancy,
- social capital;
- social justice;
- health,
- local business development (including local agricultural diversity); and
- leadership of Council.

## 11. STRATEGIC GOALS AND SUSTAINABILITY INDICATOR FRAMEWORKS

This section provides a framework for each Council to apply the indicators outlined in Section 10: Sustainability Indicators, linking the indicator back to their particular Strategic Goals for easy application at a local level. These Indicators have been developed at the *strategic* level to measure the Strategic Goals of each Council. These indicators do not replace any existing key performance indicators or measures already used within planning and reporting cycles to monitor programs or outcomes.

This section shows how the relevant Sustainability Indicators can be included within each Councils' next Management Plan and Strategic Plan, along with the existing Strategic Goals. This can show how progress toward the identified Goals is going to be measured. Reporting of data against these indicators can be included in subsequent Annual Reports, showing a strong link between corporate planning and reporting.

Some indicators can be used as a measure of more than one Strategic Goal due to the indicator being relevant across sectors, for example 'Voluntary Community Involvement' can be relevant for either social or the environmental Goals. Councils may choose to report on these indicators for a preferred Goal or for multiple Goals.

Councils have been provided their framework as a recommendation and can choose which indicators to suit their planning and reporting framework.

### 11.1 Kiama Municipal Council

As shown in Table 3: Kiama Municipal Council Summary, Kiama Municipal Council has six Strategic Goals identified in Council's Strategic Plan. Figure 4 shows the relevant sustainability indicators that can be used to monitor progress towards each Strategic Goal.

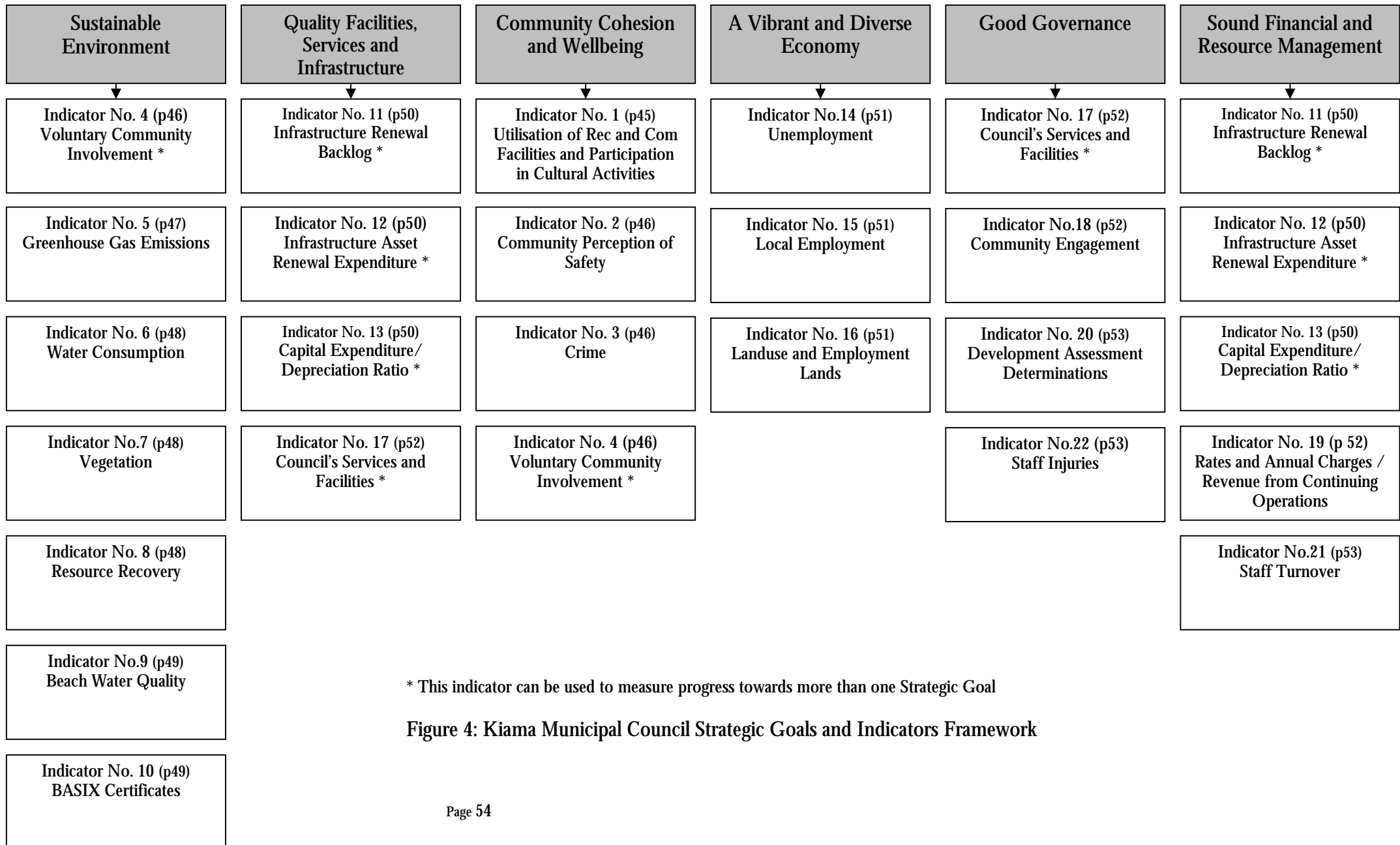
### 11.2 Shellharbour City Council

As shown in Table 5: Shellharbour City Council Summary, Shellharbour City Council has four Strategic Goals identified in Council's Strategic Plan. Figure 5 shows the relevant sustainability indicators that can be used to monitor progress towards each Strategic Goal.

### 11.3 Wollongong City Council

As shown in Table 7: Wollongong City Council Summary, Wollongong City Council has seven Strategic Goals identified in Council's Strategic Plan. Figure 6 shows the relevant sustainability indicators that can be used to monitor progress towards each Strategic Goal.

**KIAMA MUNICIPAL COUNCIL STRATEGIC GOALS AND SUSTAINABILITY INDICATORS**



\* This indicator can be used to measure progress towards more than one Strategic Goal

Figure 4: Kiama Municipal Council Strategic Goals and Indicators Framework

**SHELLHARBOUR CITY COUNCIL STRATEGIC GOALS AND SUSTAINABILITY INDICATORS**

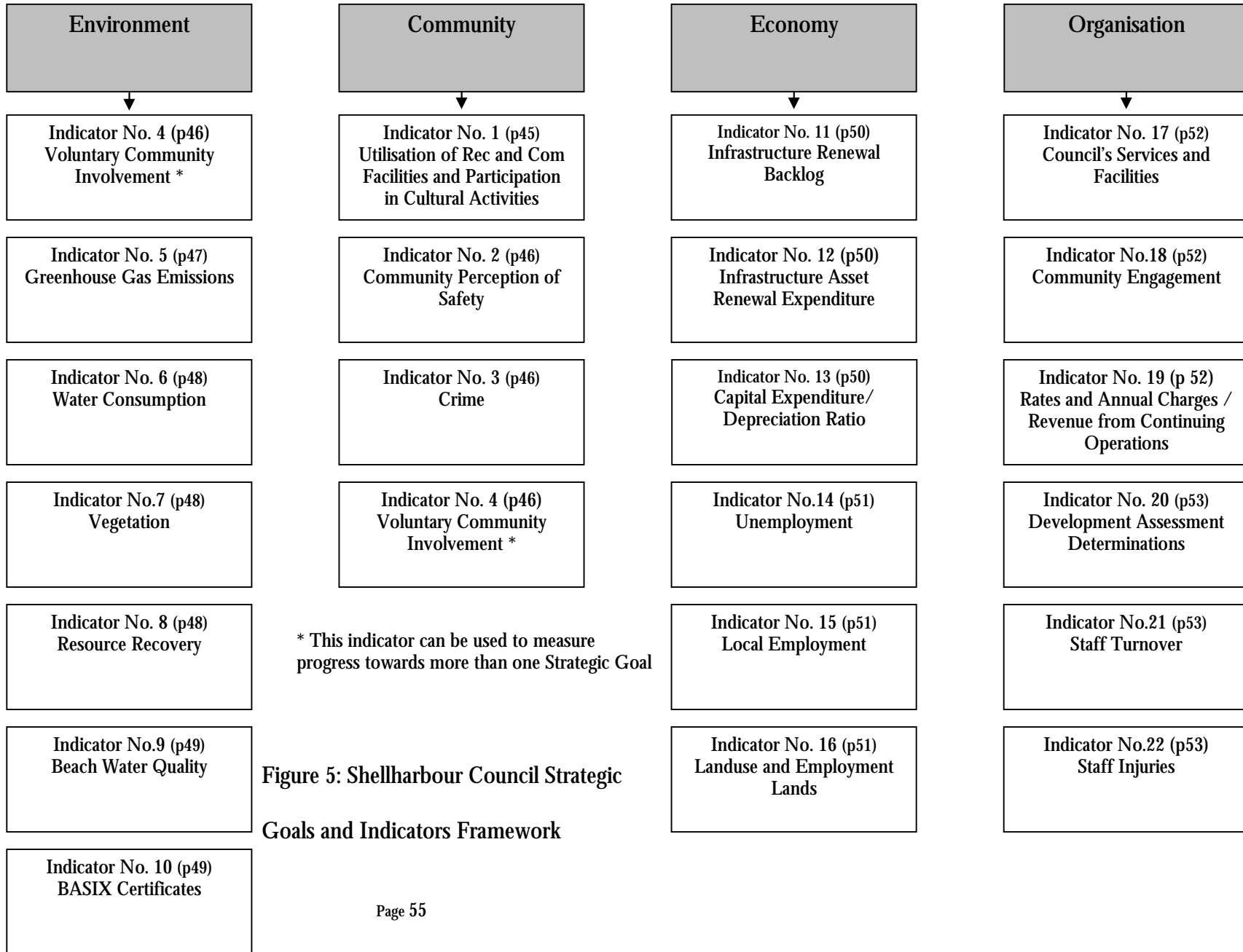
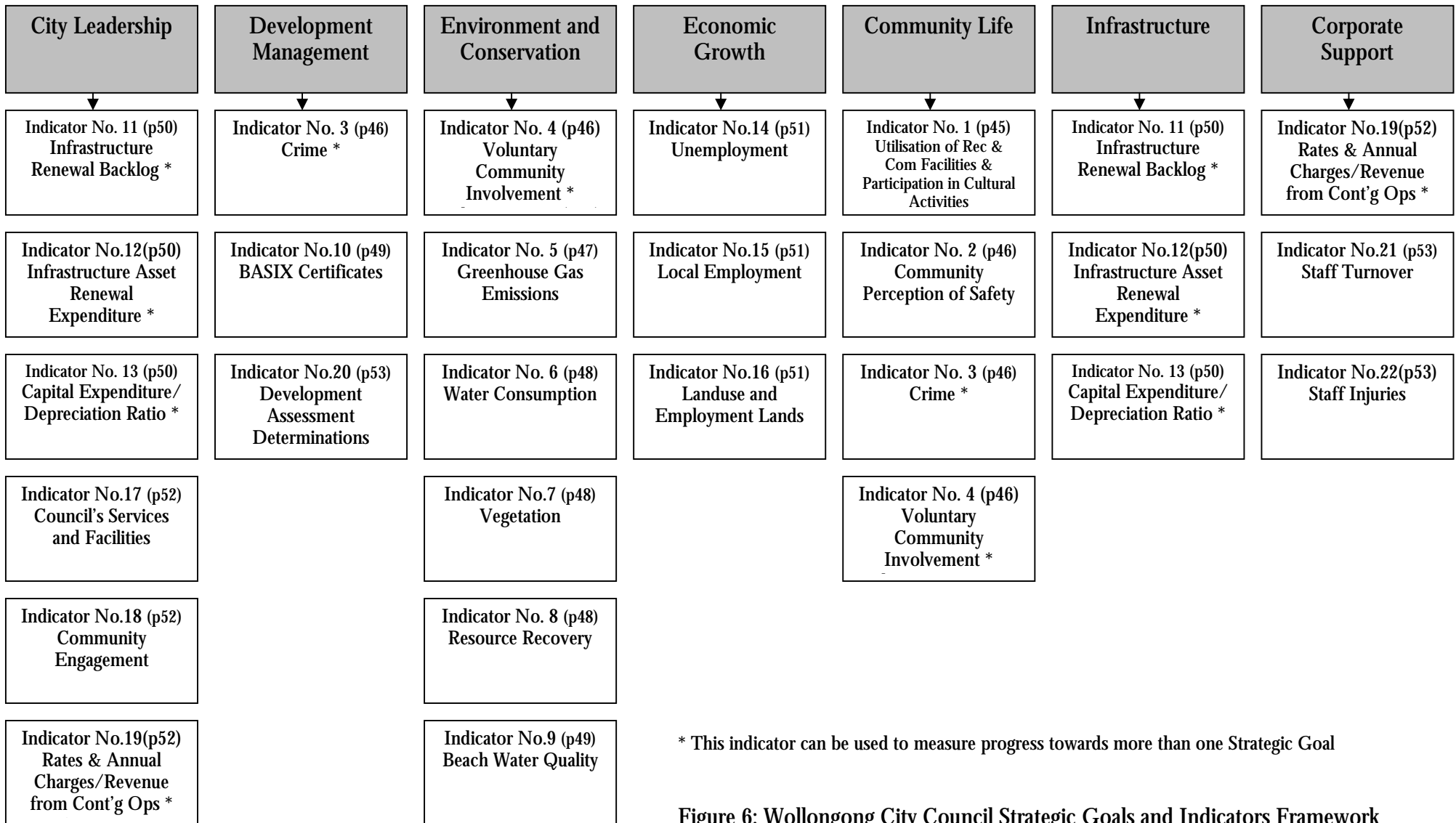


Figure 5: Shellharbour Council Strategic Goals and Indicators Framework

**WOLLONGONG CITY COUNCIL STRATEGIC GOALS AND SUSTAINABILITY INDICATORS**



\* This indicator can be used to measure progress towards more than one Strategic Goal

Figure 6: Wollongong City Council Strategic Goals and Indicators Framework

## 12. NEXT STEP: ILLAWARRA SUSTAINABILITY ACTION PLAN

The *Illawarra Sustainability Roadmap* is just the beginning of the journey towards embedding sustainability into all areas of Council.

There are three direct actions that each Council can take as an outcome of this Project, with this document forming a framework, and these include:

1. Inclusion of the 'definition' of sustainability within the Strategic and Management Plans, and undertaking reviews of existing Environment/Sustainability Policies to align with the agreed 'definition';
2. Integration of the Sustainability Indicators within its existing planning and reporting framework. This can be achieved by using the Framework provided in Section 11: Strategic Goals and Sustainability Indicator Frameworks to enable inclusion of the indicators within the next Strategic and Management Plan and Annual Report and State of the Environment Report. Where the indicators can be measured, data can be reported in the Annual Report. Where they are currently not able to be measured, Councils should consider the inclusion of strategies to enable their future measurement within the Management Plan, ensuring that the focus of programs are not changed simply to enable measurement of the indicators;
3. Each Council develop localised targets for each indicator, ensuring relevant alignment with existing targets of Council and other levels of Government.

Action 2 (integration of sustainability indicators) will need to be implemented with consideration of the Department of Local Government requirements with regard to Integrated Planning and Reporting as the draft legislation and associated guidelines become available in 2008. It is envisaged that implementation of the frameworks identified as part of this Project (see Section 11: Strategic goals and Sustainability Indicator Framework) will better equip the Councils with any requirements that the Department will mandate.

While these actions, if implemented, would provide a sound basis for consistent recognition of what sustainability means to Councils and a framework for sustainability monitoring, the proposed *Illawarra Sustainability Action Plan* will take the next step. It is proposed that the Plan will include detailed investigation of the specific actions that can be taken throughout each organisation to facilitate the integration of sustainability considerations at all key decision points, including planning, processes and operations.

The development of the *Illawarra Sustainability Action Plan* will involve further investigation of the outcomes of the Sustainability Review, identifying opportunities for improvement and engaging staff and the community in development of strategies. The Plan will identify specific actions for each Council in addition to actions that would benefit from a regional approach.

The *Illawarra Sustainability Action Plan* will be developed as part of the *Sustainable Illawarra* Project during 2008-2009 which is assisted by the New South Wales Government through its Environmental Trust Urban Sustainability Program. The continuation of the ISS TBL Capacity Building Program across the region will enhance the ability of the Illawarra Councils to complete the *Illawarra Sustainability Action Plan*. An on-going review component to this Action Plan will allow the Plan to be adapted on a regular basis to ensure it remains relevant and effective.

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