

City of Cockburn  
**SUSTAINABILITY STRATEGY**  
**2017–2022**





**Solar PV panels provide half the electricity for Cockburn ARC**



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## Executive Summary

Sustainability is a key strategic value for the City of Cockburn, embedded in the culture of our organisation and considered a key principle of responsible decision-making at all levels. It acknowledges that embedding sustainability in decision-making is core business for local government and makes good economic sense, leading to more resilient and regenerative cities.

**The City of Cockburn defines sustainability as: Pursuing governance excellence to meet the needs of current and future generations through integration of the environment, society, economy.**

This Strategy clearly defines the City's commitments on sustainability, and embeds them in a broader reporting framework, with reference to key policies and strategic documents. This integrated reporting framework incorporates the City's Sustainability Policy, Strategy, Action Plan and State of Sustainability Report.

At the heart of this strategy are six guiding policy principles which support Council's definition of sustainability and its aspirations to achieve best practice. These decision-making drivers enable council to realise the social, environmental and economic dividends that sustainability presents.

The City's guiding principles on sustainability, as outlined in SC37 Sustainability Policy are:

1. Integrated decision-making.
2. Provide for equity within and between generations.
3. Conserve biological diversity and ecological integrity.
4. Act cautiously when there is a risk of serious or irreversible impacts on the environment or the community.
5. Recognise dimensions beyond our borders while concentrating on issues we can influence.
6. Provide for broad public involvement on issues that affect the community.

The Strategy specifically references the Strategic Community Plan's theme of Economic, Social & Environmental Responsibility: enabling a sustainable future economically, socially and environmentally; including business activity, job opportunities and sustainable use of resources.

It also identifies 16 sustainability related objectives from the Strategic Community Plan. These objectives underpin the Sustainability Action Plan and are accompanied by high level targets, which make strong commitments across all business areas; from reduced waste, water, energy and carbon emissions to increases in biodiversity, ecological services value, liveability and social capital.

## Summary of Sustainability Objectives as outlined in the Strategic Community Plan

<b>Governance</b>	Deliver sustainable governance through transparent and robust policy and processes
	Provide for community facilities and civic infrastructure in a planned and sustainable manner, including administration, operations and waste management
	Identify gaps and take action to extend the coverage of the cycle way, footpath and trail networks
	Advocate for improvements to public transport, especially bus transport
<b>Environment</b>	Sustainably manage our environment by protecting, managing and enhancing our unique natural resources and minimising risks to human health
	Improve the appearance of streetscapes, especially with trees suitable for shade
	Improve water efficiency, energy efficiency and waste management within the City's buildings and facilities and more broadly in our community
	Further develop adaptation actions including planning; infrastructure and ecological management to reduce adverse outcomes arising from climate change.
<b>Society</b>	Continue to recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups
	Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types
	Listen to and engage with our residents, business community and ratepayers with greater use of social media
	Ensure growing high density living is balanced with the provision of open space and social spaces.
<b>Economy</b>	Strengthen our regional collaboration to achieve sustainable economic outcomes.
	Ensure advocacy for funding and promote a unified position on regional strategic projects
	Create opportunities for community, business and industry to establish and thrive
	Increase local employment and career opportunities across a range of different employment areas
	Ensure sound long term financial management and deliver value for money.

## 01. VISION

The City of Cockburn strives towards best practice in sustainability.

We make a commitment to ensuring that the decisions we make today enable our community and the society beyond our borders, to thrive into the future.

We aim to protect, conserve and improve our urban and natural environment; so that we might leave this place more liveable, more resilient and more beautiful than we found it.

## 02. OUR VALUES ENABLE OUR VISION

Sustainability is one of the City of Cockburn's core values. We seek to have all employees think and act with sustainability at the forefront of their decision-making. These values influence our workforce culture and assist our staff to deliver quality customer service.

### City of Cockburn Values

- » **Accountability**
- » **Customer service**
- » **Sustainability**
- » **Excellence**
- » **Safety**





Cultural diversity celebrated in Cockburn

## 03. INTRODUCTION



BYO bag and cup, Port Coogee

The City of Cockburn’s definition of sustainability is drawn from the ‘quadruple bottom line’ approach to sustainable development:

**Pursuing governance excellence to meet the needs of current and future generations through integration of the environment, society, economy.**

This recognises that local governments have a key role to play in sustainable development as stated in the Local Government Act 1995 S1.3 (3).

**In carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through integration of environmental protection, social advancement and economic prosperity.’**

The purpose of this strategy is to support the City in achieving the outcomes articulated in the Strategic Community Plan 2016 – 2026 in an environmentally, economically and socially responsible manner by integrating the key sustainability objectives into an integrated reporting framework. This framework allows the City to clearly articulate its sustainability journey and highlights the effective work of Officers, Council and the Community.

Through this Strategy the City has set aspirational goals that require a process of continual improvement in the knowledge that business as usual is no longer an option.

Climate change, habitat destruction and over-exploitation of natural resources such as forests and fisheries are now doing great harm to human health, wellbeing and livelihoods, especially among poorer communities. This threatens catastrophic damage for future generations. This strategy acknowledges the City’s role in addressing these issues at a local level and more broadly as a community of leadership and influence.



Nature play, Bibra Lake



Sustainability is a cross-disciplinary area of action which relies on both human behaviour and innovative technologies to address the impacts on the planet. Our accelerating production and consumption of goods and services is seeing us exceed the earth's resource limits.

The City acknowledges through this strategy that we, along with all other spheres of government, have a responsibility to work for the wellbeing of our communities and that without a focus on sustainability, we would be not be completely fulfilling that mandate.

Increasingly, the local government sector is recognising that there is a viable 'business case' for sustainability within organisations.

There is a deepening understanding that future-proofed assets, that are able to accommodate the changing nature of technology, products and infrastructure delivery, make good economic sense. Consequently, Councils are starting to factor long term, whole-of-life costs into procurement and planning processes.

Governments are also realising that there is reputational risk associated with environmental harm, and that a local government's social licence to operate is largely dependent on making responsible and defensible decisions.

In the 21st Century, this means making decisions that ensure that local government has the capacity to maintain its assets into the future and that this is not adversely impacted by the trade-off between making the lowest capital investment, over considering the best 'value-for-money' in the longer term.

In essence, sustainability is not about doing new or additional things – but rather about doing the things we already do in a different way. It acknowledges that there are specific cost efficiencies that can be realised through embedding sustainability in all business decisions – from reduced waste, water, energy and carbon emissions to increases in property values, ecological services value, liveability and social capital.

Embedding sustainability in decision making and community engagement can lead to resilient and regenerative cities and regions – and this is core business for local government. For these reasons, and many more, sustainability is increasingly being considered a central principle of how Council business is undertaken.

There are many benefits of adopting a sustainability mindset for the City of Cockburn. Some of the positive outcomes include:

### **Healthier Environments and Communities**

- » Cleaner environments
- » Reduced air, water and terrestrial pollution
- » Reduced cost of waste disposal
- » Improved health for all (people, plants and animals).
- » Protection of Precious Resources and Natural Assets

### **Protection of life supporting natural environments and systems**

- » Reduced resource consumption and waste
- » Reduced cost of waste disposal
- » Protection of water catchments and local wetlands.

### **Economic Gains**

- » Cost savings and efficiencies in energy, water and materials
- » Growth in local innovative technologies and industries
- » Increasing community support for sustainable products and services
- » Future-proofed assets and infrastructure.

### **Stronger Communities**

- » A unified vision for the future
- » Integrated and holistic decision making which meets the needs of all
- » Strengthened council, community and industry partnerships
- » Resilient and regenerative communities.

## 04. ACHIEVEMENTS TO DATE



Multicultural Cockburn

In 2006, the City of Cockburn adopted its first definition of sustainability and commenced a journey of actively pursuing sustainability outcomes.

In December 2011, the City developed a comprehensive integrated sustainability reporting framework and became the first local government in Western Australia to produce an annual State of Sustainability report.

In 2012 Cockburn was awarded Overall Winner for both the State and National, Keep Australia Beautiful, Australian Sustainable Cities Awards 2012.

Over the past decade the City has delivered a suite of successful sustainability programs including the popular sustainable living event series, EcoHomes project, industry development workshops, environmental and sustainability grants programs.



Native plant display, Seniors Centre

## 05. GUIDING PRINCIPLES

Policy *SC37 - Sustainability*, articulates the City's commitment to taking an integrated approach to sustainability in planning, development and decision-making.

In order to realise the potential social, environmental and economic dividends that sustainability presents, this policy adopts six overarching principles. Similar principles to these are commonly agreed by a broad range of governments around the world as policy drivers on which best practice sustainability can be achieved.

The policy articulates Council's commitment to operating in a sustainable manner including limiting Council's exposure to increasing resource costs and managing financial and reputational risk. These principles form the underpinning ideology which supports the City of Cockburn's definition of sustainability, and its aspirations to move towards a sustainable society.

The City's guiding principles on sustainability, as outlined in SC37 Sustainability Policy are as follows:

### **Integrated decision-making**

Consider both the long and short-term economic, environmental, community and ethical impacts of all decisions.

### **Provide for equity within and between generations**

Consider the health, diversity and productivity of the environment when making decisions, and ensure it is conserved and enhanced for future generations.

### **Conservation of biological diversity and ecological integrity**

Ensure that ecosystems services value is acknowledged and communicated and that the integrity of these systems is maintained.

### **Act cautiously when there is a risk of serious or irreversible impacts on the environment or the community**

Consider the 'precautionary principle' when making decisions, namely, if there is a threat of serious or permanent environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.

### **Recognise dimensions beyond our borders while concentrating on issues we can influence**

Consider the impacts of decisions on factors outside of our direct influence and seek regional, national and international knowledge on sustainability in order to ensure the currency, relevance and social responsibility of Council policy and strategy.

### **Provide for broad public involvement on issues that affect the community**

Consider the need to engage individuals, communities, stakeholders and businesses and adopt open deliberations to build understanding of sustainability and foster collective responsibility.

## 06. STRATEGIC ALIGNMENT

### Strategic Community Plan 2016 -2026

The Strategic Community Plan articulates the Council’s overarching vision for where the City wishes to be in 2026. It includes five strategic themes for Cockburn, which are each accompanied by a vision and associated objectives.

These strategic themes are outlined below:

<b>City Growth</b>	planning for the population growth of our City and maintaining our strong financial position
<b>Moving Around</b>	facilitating safe, efficient, connected and sustainable movement around the City
<b>Community, Lifestyle &amp; Security</b>	providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people
<b>Economic, Social &amp; Environmental Responsibility</b>	enabling a sustainable future economically, socially and environmentally; including business activity, job opportunities and sustainable use of resources
<b>Leading &amp; Listening</b>	being accountable to our community and engaging through multiple effective communication channels

There are 16 sustainability related objectives in the Strategic Community Plan, which form the basis of the Sustainability Strategy. These in turn influence the development of specific business unit KPIs and targets as outlined in the corresponding Action Plan.

The Sustainability Strategy enables a clear pathway to best practice and provides business managers with a simple reporting mechanism to capture their progress towards these long term targets on an annual basis.

It is to be noted that while there are few entirely ‘new’ targets or KPIs articulated in the strategy, it focusses solidly on doing what we do, better. The alignment of our strategic documents allows us to focus on ensuring that the services that we deliver to our community are provided with a view to present and future sustainability and that the decisions we make around them reflect this ethos.

It is our expectation that all City staff will take an innovative approach to ensuring that principles of sustainability are integrated into decision-making, and that our achievement of our targets integrates contemporary technologies and approaches where these can enable best practice outcomes.

### Long Term Financial Plan and Corporate Business Plan

The Long Term Financial Plan 2016/17 – 2025/26 details what is proposed over the next ten years as a means of ensuring the City’s financial position. The underlying strategy of the Plan is financial sustainability to ensure community assets and services can be maintained and provided by Council at a reasonable cost to the community.

Financial sustainability means maintaining assets and delivering services that satisfy the community while respecting principles of inter-generational equity. In essence Council seeks to maintain a strong cash position so it can remain financially sustainable in the short, medium and long term.

The Corporate Business Plan provides the operational link between the City’s Strategic Community Plan and Long Term Financial Plan. From these planning processes, annual budgets are developed for specific projects to achieve the Strategic Community Plan objectives. The City reports its achievements including a summary of the State of Sustainability to residents in its Annual Report.

## Other Strategic Documents

The Sustainability Strategy sets out the high level, measurable targets around key sustainability objectives, in particular, water conservation, waste minimisation, energy and emissions reduction, biodiversity and liveability.

While these targets are aspirational, they are also achievable, and are largely taken from existing plans and strategies which deal specifically with the key Strategic Community Plan objectives. As these are reviewed, they should give due consideration to the Integrated Reporting Framework for sustainability:

The relevant strategic documents are listed below:

- » Water Efficiency Action Plan 2016
- » Waste Management and Education Strategy 2013-23
- » Greenhouse Gas Emissions Reduction Strategy (2.0) 2011 - 2020
- » Natural Areas Management Strategy 2012-2020
- » Urban Forest Plan 2017- 2027
- » Community Development Strategy 2017 – 2020
- » Cultural Strategy 2016 - 2020
- » Communication Strategy and Action Plan 2012 – 2017
- » City of Cockburn Bicycle and Walking Network Plan 2016-2021



Walkable neighbourhoods, Cockburn

## 07. HIGH LEVEL TARGETS

The City of Cockburn embraces a holistic and innovative approach to sustainability and has made a commitment to action in all dimensions of sustainability as they relate to local government.

This Strategy identifies high level targets across five key sustainability areas including water conservation, waste minimisation, energy and emissions reduction, biodiversity and liveability.

While these targets might not at first appear overly ambitious, in the context of a growth Council with a diverse population and commercial mix, this represents significant movement towards sustainable outcomes for Cockburn.

The majority of these targets fall within the 2022 time frame articulated by this Strategy. The City's population, related infrastructure and services are expected to grow by 17% within this time frame.

Each of these targets appears in strategic documents across the City. The KPIs set out in the corresponding Sustainability Action Plan 2017 – 2022 are the specific actions through which we will achieve these targets, and the annual State of Sustainability report the means by which we will report progress against these targets.



Energy from waste, Henderson

## Sustainability Targets

<b>Water Conservation</b>	» Maintain <u>Waterwise Council</u> status by achieving all water conservation targets and actions identified in the <u>Water Efficiency Action Plan 2016</u> .
<b>Waste Minimisation</b>	<ul style="list-style-type: none"> <li>» 12% of waste to be recovered and diverted from landfill at Henderson Waste Recovery Park, per annum</li> <li>» 100% rollout of the Garden Waste Bin program across Cockburn by 2020</li> <li>» Ongoing commitment to 10% waste recovery from the Bulk Junk Verge collection.</li> </ul>
<b>Energy and Emissions Reduction</b>	<ul style="list-style-type: none"> <li>» 20% renewable energy generation by 2020</li> <li>» Ongoing commitment to the Zero Emissions Fleet</li> <li>» Electricity and gas emissions to be 20% below 2008/09 levels, by 2020</li> <li>» Western Power Street Lighting emissions to be 10% below 2008/09 levels, by 2020</li> <li>» Waste Emissions to be no more than 45% above 2008/09 levels, by 2020 at Henderson Waste Recovery Park.</li> </ul>
<b>Biodiversity targets</b>	<ul style="list-style-type: none"> <li>» Complete 2.5 hectares of revegetation annually with an emphasis on enhancing ecological corridors linking natural areas</li> <li>» Vegetation in good or better condition is increasing against base year figure of 62% in 2010</li> <li>» Increase canopy cover of Urban Forest to 18% by 2027.</li> </ul>
<b>Liveability and Social Capital</b>	<ul style="list-style-type: none"> <li>» 100% of structure plans comply with the elements of Liveable Neighbourhoods Design Code</li> <li>» 85% of Co-safe call outs are responded to within 15 minutes, helping residents feel safer in our communities</li> <li>» To reduce our percentage of overweight and obese adults to be less than or equal to the WA State average in 2018 and beyond</li> <li>» 9500m<sup>2</sup> of new pathways and cycleways constructed per annum to facilitate sustainable transport.</li> </ul>

## 08. SUSTAINABILITY OBJECTIVES



Coogee maritime trail stairs

There are 16 sustainability related objectives articulated in the City of Cockburn Strategic Community Plan 2016 – 2026 (SCP) which reflect the priorities of our community.

The objectives form the basis of this strategy and have been aligned to the four sustainability themes (Governance, Environment, Society, and Economy) as well as the sustainability principles from Policy SC37 which guide the City's decision-making. A specific numbering format has been applied to the objectives (i.e. GOV1, ENV 2) and is used consistently in the Sustainability Action Plan and State of Sustainability reports to enable ease of identification and benchmark reporting.



Bushland revegetation program, Bibra Lake



Sustainability Theme	Policy SC37 – guiding principles	Sustainability Strategy No.	SCP Strategic Objectives
<b>Governance</b>	<ul style="list-style-type: none"> <li>» Integrated decision-making.</li> <li>» Provide for equity within and between generations.</li> <li>» Provide for broad public involvement on issues that affect the community.</li> </ul>	GOV 1	Deliver sustainable governance through transparent and robust policy and processes.
		GOV 2	Provide for community facilities and civic infrastructure in a planned and sustainable manner, including administration, operations and waste management.
		GOV 3	Identify gaps and take action to extend the coverage of the cycle way, footpath and trail networks.
		GOV 4	Advocate for improvements to public transport, especially bus transport.
<b>Environment</b>	<ul style="list-style-type: none"> <li>» Integrated decision-making.</li> <li>» Provide for equity within and between generations</li> <li>» Conservation of biological diversity and ecological integrity.</li> <li>» Act cautiously when there is a risk of serious or irreversible impacts on the environment or the community.</li> </ul>	ENV 1	Sustainably manage our environment by protecting, managing and enhancing our unique natural resources and minimising risks to human health.
		ENV 2	Improve the appearance of streetscapes, especially with trees suitable for shade.
		ENV 3	Improve water efficiency, energy efficiency and waste management within the City's buildings and facilities and more broadly in our community.
		ENV 4	Further develop adaptation actions including planning; infrastructure and ecological management to reduce adverse outcomes arising from climate change.

## 08. SUSTAINABILITY OBJECTIVES cont.

Sustainability Theme	Policy SC37 – guiding principles	Sustainability Strategy No.	SCP Strategic Objectives
<b>Society</b>	<ul style="list-style-type: none"> <li>» Integrated decision-making</li> <li>» Provide for broad public involvement on issues that affect the community</li> <li>» Recognise dimensions beyond our borders while concentrating on issues we can influence.</li> </ul>	SOC 1	Continue to recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups.
		SOC 2	Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types.
		SOC 3	Listen to and engage with our residents, business community and ratepayers with greater use of social media.
		SOC 4	Ensure growing high density living is balanced with the provision of open space and social spaces.
<b>Economy</b>	<ul style="list-style-type: none"> <li>» Integrated decision-making.</li> <li>» Recognise dimensions beyond our borders while concentrating on issues we can influence.</li> </ul>	ECO 1	Strengthen our regional collaboration to achieve sustainable economic outcomes. Ensure advocacy for funding and promote a unified position on regional strategic projects.
		ECO 2	Ensure sound long term financial management and deliver value for money.
		ECO 3	Create opportunities for community, business and industry to establish and thrive.
		ECO 4	Increase local employment and career opportunities across a range of different employment areas.



Manning Park Stairs

# 09. INTEGRATED REPORTING PLATFORM

The Sustainability Strategy is set within the context of a broader Integrated Reporting Platform, which provides the framework for sustainability planning, monitoring and reporting.

The hierarchy of documentation is outlined here:

## Strategic Community Plan 2016- 2026

Sets the City’s direction for 2026 based around five strategic objectives for Cockburn.

## Policy SC37 – Sustainability

Provides a set of 6 high-level principles to guide the City’s decision-making processes.

## Sustainability Strategy 2017 – 2022

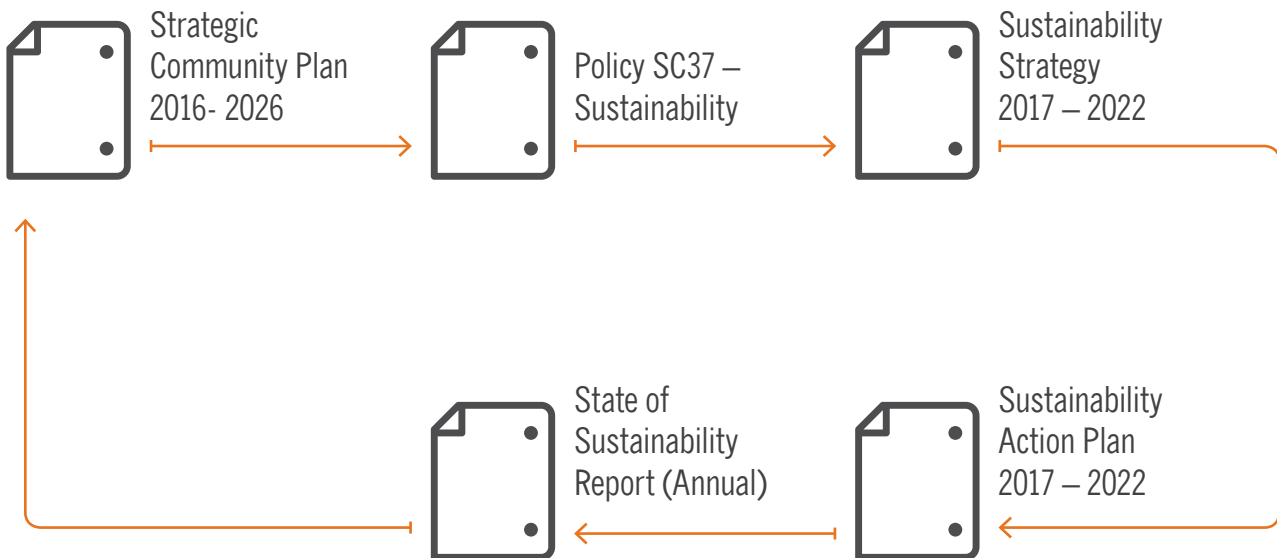
Identifies the Integrated Reporting Platform and articulates the City’s 16 sustainability objectives.

## Sustainability Action Plan 2017 – 2022

77 KPI’s set to achieve to the City’s sustainability objectives

## State of Sustainability Report (Annual)

Annual progress report that provides a balanced representation on the City’s sustainability performance.



## Sustainability Action Planning

Measurable targets and Key Performance Indicators (KPIs) are set by the Strategic Business Managers Group to support the City in achieving the sustainability outcomes articulated in the Strategic Community Plan. The KPIs are directly aligned to the Corporate Business Plan and culminate in the Sustainability Action Plan.

The City models its KPIs on the SMART principles to ensure they are Specific, Measurable, Achievable, Realistic and Timely. Each KPI is allocated a number consistent with the Sustainability objective numbering identified in this strategy (i.e. GOV 1.1).

## Annual Sustainability Reporting

The State of Sustainability (SoS) report is released each year to track progress towards the agreed targets set out in the Strategy and Action Plan. This annual reporting process allows the City to assess any gaps or resourcing issues in time for the following year's budget.

A summary of performance, whether positive or negative, is included in the City's Annual Report enabling transparency and accountability on the City's contributions towards the goal of best practice sustainable development.

## Quadrennial Review

The Sustainability Policy, Strategy and Action Plan are reviewed on a four yearly basis to align with the Strategic Community Plan.

Document	Reporting and Review
State of Sustainability	Annual progress report 2018, 2019, 2020, 2021
Policy SC37 - Sustainability	2022
Strategy	2022
Action Plan	2022


# Notes




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