



Sustainability and Resilience Strategy

2016 – 2021

Summary







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Introduction

1.1 Purpose

The purpose of the *Sustainability and Resilience Strategy 2016 – 2021* is to shape the City of Subiaco's approach to becoming a sustainable and resilient community.

1.2 Legislative Context

The Local Government Act (1995) includes a specific section relating to sustainability, which is based upon the most commonly used definition of sustainable development. Section 1.3(3) of the Act states¹:

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

The Planning and Development Act (2005) also refers to sustainability, stating that its purpose is²:

To promote the sustainable use and development of land in the State.

1.3 Strategic Context

The City's commitment to sustainability is embedded in the vision detailed in the City's Strategic Community Plan (SCP):

...Sustainability, in all its forms, is at the core of the community and underpins the City's operations³.

This vision is articulated throughout the SCP and in particular in Key Focus Area 6.1.6 where the City aspires to:

"Be proactive and innovative in its approach to environmental sustainability and climate change, especially resource conservation, recycling and green energy."

The Sustainability and Resilience Strategy outlines how Subiaco will realise this vision and ultimately deliver a sustainable City.

1 Parliament of Western Australia, Local Government Act 1995 (WA). s 1.3 (3).

2 Parliament of Western Australia, Planning and Development Act (2005).

3 City of Subiaco. (2012). Strategic Community Plan: Looking to Our Future. <http://www.subiaco.wa.gov.au/CityofSubiaco/media/City-of-Subiaco/Your-council/Our-future-and-vision/City-of-Subiaco-Strategic-Community-Plan.pdf>.

1.4 The Strategy

The Sustainability and Resilience Strategy outlines a comprehensive set of actions for the City of Subiaco to implement in order to become a leader in sustainability aligned with the principles of the One Planet Living Framework. The Strategy is a dynamic and responsive framework and is the responsibility of the whole organisation and Council.




The strategy is comprised of a *Sustainability and Resilience Action Plan*, which will function as an internal progress report, identifying timelines and responsibility for action. The Action Plan will be embedded into the Corporate Business Plan and integrated with relevant branch plans on an annual basis. It is intended that the current *Sustainability and Resilience Strategy* will be implemented over a five year period with an annual report being provided to Council.

In developing a strategy for sustainability, the City of Subiaco embarked on both a diagnostic and a dialogical investigation in order to understand key sustainability gaps in service delivery and in organisational structure. The diagnostic investigation enabled the City to benchmark its progress against the 10 sustainability principles of the international *One Planet Councils Framework*.

The One Planet framework is rooted in the science and metrics of ecological and carbon footprinting, 10 principles are used to structure thinking and inform holistic action around sustainability and the framework also serves as a benchmarking tool so that Local Governments around the world can compare their performance.

Subiaco was assessed according to the 10 parameters of the framework outlined in Figure 1 below.

Figure 1 – The 10 principles of the One Planet Council Framework

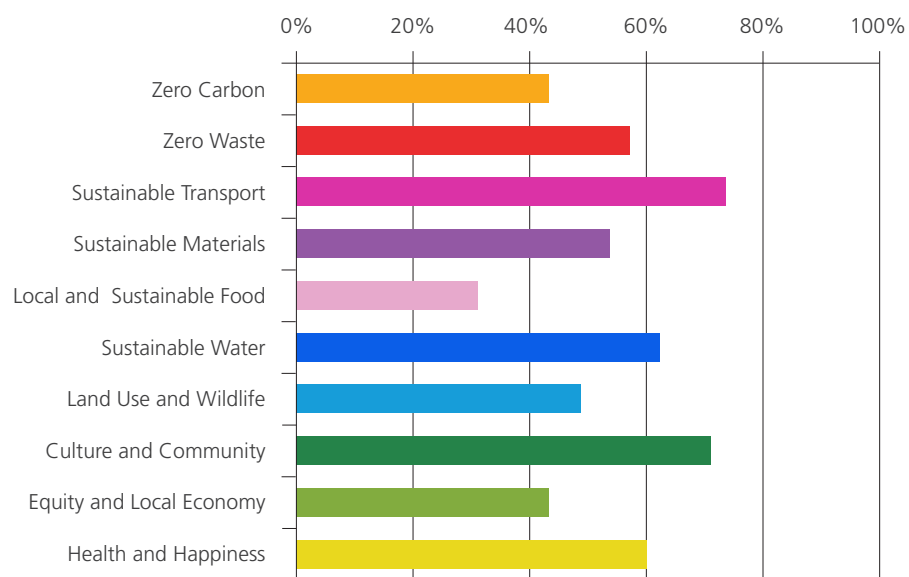
	<p>Health and happiness Encouraging active, sociable, meaningful lives to promote good health and well being</p>		<p>Local and sustainable food Supporting sustainable and humane farming, promoting access to healthy, low impact, local, seasonal and organic diets and reducing food waste</p>
	<p>Equity and local economy Creating bioregional economies that support equity and diverse local employment and international fair trade</p>		<p>Sustainable materials Using sustainable and healthy products, such as those with low embodied energy, sourced locally, made from renewable or waste resources</p>
	<p>Culture and community Respecting and reviving local identity, wisdom and culture; encouraging the involvement of people in shaping their community and creating a new culture of sustainability</p>		<p>Sustainable transport Reducing the need to travel, and encouraging low and zero carbon modes of transport to reduce emissions</p>
	<p>Land use and wildlife Protecting and restoring biodiversity and creating new natural habitats through good land use and integration into the built environment</p>		<p>Zero waste Reducing waste, reusing where possible, and ultimately sending zero waste to landfill</p>
	<p>Sustainable water Using water efficiently in buildings, farming and manufacturing. Designing to avoid local issues such as flooding, drought and water course pollution</p>		<p>Zero carbon Making buildings energy efficient and delivering all energy with renewable technologies</p>

The City received an overall score of 48%, with 50% being the threshold to receive One Planet Council certification. This indicates that there are both small steps to take to achieve certification as well as more significant opportunities for Subiaco to become a leader in this area, to take stronger action to more deeply embed sustainability in its operations and its community. The City will need to achieve an overall rating of 80% across all principles in order to demonstrate leadership.

As well as the ten principles of the One Planet Councils Framework, this Strategy contains an additional principle – Governance - which will enable the City to embed sustainability into its operations and decision making processes.

The City is performing well in the areas of transport, waste, culture and heritage, water, and health and happiness. In order to demonstrate leadership in sustainability, the City will need to improve its performance in energy, sustainable materials, sustainable and local food, and equity and the local economy. The city's performance against each of the 10 principles is shown in figure 2 below.

Figure 2 – City of Subiaco One Planet Council rating



Part one Introduction

The City is performing well in the areas of transport, waste, culture and heritage, water, and health and happiness. In order to demonstrate leadership in sustainability, the City will need to improve its performance in energy, sustainable materials, sustainable and local food, and equity and the local economy.

The dialogical investigation enabled the City to identify opportunities and barriers within the organisation affecting the implementation of sustainability. Opportunities to improve sustainability implementation include:

- better communication, procurement and project management strategies;
- the adoption of safe to fail experiments;
- better leadership and conditional support;
- better governance structures and decision making processes; and,
- leveraging on past successes for future practice.

The investigation highlighted that sustainability:

- was not seen as a strategic priority;
- there was a poor shared understanding of what sustainability means;
- there was poor communication of practices;
- sustainability was viewed as a cost rather than an investment; and,
- existing governance and decision making processes were limiting sustainability practices.

As a result of these findings, the City added governance to the principles of its sustainability framework, to enable the recommendations of the dialogical investigation to be incorporated into the strategy. As a public sector organisation, governance is a critical element of any successful strategy.

The City's Sustainability and Resilience Strategy brings together the actions the City needs to take to demonstrate leadership and continuously improve its performance. It sets out tangible actions and meaningful goals.

Following the five year term of the plan, a new baseline will be determined against the One Planet Living Framework and a new strategy developed.



Hierarchy of Plans

The City of Subiaco's Sustainability and Resilience Strategy is embedded in its corporate strategic planning framework which is illustrated below. It is intended that the actions identified within this Strategy will be delegated to and implemented by each relevant Branch Plan.

Figure 3 – Hierarchy of Plans



Implementation

The actions identified in this Strategy will be embedded in each of the relevant Branch Plans, which are updated on an annual basis. The Sustainability and Resilience Action Plan will detail responsibility and timeframes for achievement. This will ensure that sustainability becomes a whole-of-organisation task, with responsibility vested across Council.

The City will provide an annual report of progress to Council and the community. The Sustainability and Resilience Strategy will be reviewed annually as needed. It is anticipated that the strategy will be implemented over a five year period.

The implementation of this plan will elevate the city's status to **'International Leadership'** in accordance with the one planet framework.

Funding and Resource Implications

The majority of actions contained within this plan can be accommodated within existing operating budgets. For those projects which require additional funding, branch Managers will assess budget constraints each year when developing branch plans and any variations will be considered in the annual budget.

Should additional funding be requires for specific projects, this will be addressed at the time of annual budget planning.



Documents Comprising the Strategy

The Sustainability and Resilience Plan is comprised of four separate documents as follows:

1. Sustainability and Resilience Strategy Summary

The summary document (this document) outlines the context of the City's sustainability and resilience strategy and its current status in relation to the principles of the One Planet Councils Framework.

1.1 The Sustainability and Resilience Action Plan

The Action Plan summarises and tabulates all of the actions to be taken to implement the strategy. It also provides a template for status reporting which will be provided annually. The summary and action plan form the operative component of the overall strategy.

2. The Sustainability and Resilience Strategy Detailed Plan

The Detailed Plan is a comprehensive document which builds upon the action plan, providing the logic and context for the City's approach to sustainability and resilience. The approach to each principle contains:

- A vision
- The context for the principle
- The City's current status
- Achievements to date
- Actions to achieve the vision

This document is core to the strategy but is not intended for public consumption. Rather, it is intended as a working document which enables the implementation of the strategy by providing a sound basis for the action plan.

3. The Sustainability and Resilience Strategy Concept Paper

The Concept Paper outlines the methodology behind the development of the sustainability strategy. It includes a global context and key learnings from the process, serving to provide an example for others to follow. The City's approach to the development of this strategy is innovative and demonstrates leadership in the field of sustainability.



Sustainability and Resilience Action Plan

2016 – 2021

Governance

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21
Community Engagement on Sustainability	Showcase sustainability particularly around waste management at City events such as the Subiaco Street Festival.	Office of the CEO		✓		
	Develop an internal and external communications strategy for sustainability and climate change.	Office of the CEO (Communications)	✓			
	Coordinator – Environment and Sustainability to maintain a sustainability education page on the City’s website.		✓			
	Create opportunities for the City to become involved in decision making for sustainability at other levels of government where possible through lobbying and other means.	Operations and Environment Services; Office of the CEO; Council	✓	✓	✓	✓
Project Management and procurement	Re-engineer the procurement and project management strategies within the City to have greater weighting on sustainability within design, delivery and outcome considerations.	Office of the CEO (ELT); Operations and Environment Services; Corporate Services (procurement)	✓	✓		
	Provide greater detailed sustainability specifications within procurement strategies for goods and services delivered to the City.	Project Delivery; Technical Services	✓	✓		
Organisational engagement and agility	Create a whole of Council initiative by authorising the Environment and Sustainability Coordinator to act as an internal consultant and coach to provide advice on sustainability practices for each Branch.	Office of the CEO (ELT)	✓	✓		
	Allocate one Sustainability Champion/Representative for each Branch of the City to ensure that sustainability practices are formulated, adopted and implemented across the organisation.		✓			
	Investigate ways to celebrate and communicate sustainability success to the staff and the community.	Office of the CEO (Communications)	✓			
	Adopt a “Sustainability Person of the Year award” for the staff member who champions and adopts the best sustainability practice within their branch.	Operations and Environment Services	✓			

Part five Action Plan – Governance

Leadership	Ensure sustainability is integrated into the key focus areas of the Strategic Community Plan and the City's Corporate Business Plan.	Office of the CEO (ELT)	✓			
	Incorporate sustainability as a standing item within the Managers Group meetings.		✓			
	Integrate actions from the Sustainability and Resilience Action Plan into Branch Plans each year.		✓	✓	✓	✓
	Allocate the role of 'Ambassador for Sustainability' to one Councillor whose duty is to champion and foster sustainability initiatives throughout the City.		✓			
	Allocate a Champion for Sustainability within the Executive Leadership Team whose duty is to ensure the effective adoption, celebration and communication of sustainability practices throughout all Branches of the organisation.		✓			
Staff	Environment and Sustainability Coordinator to:	Operations and Environment Services				
	Act as an internal consultant and advisor to the Branches.		✓	✓	✓	✓
	Provide assistance, assessment and determination of the qualitative selection criteria in Requests for Quotation and Tenders for substantial projects concerning sustainability within the City.		✓	✓		
	Encourage horizontal integration of sustainability practices across Departments and Branches within the City.		✓	✓	✓	✓
	Assist in developing and providing input into the Corporate Business Plan to meet Focus Area 6.1.6 of the Strategic Community Plan.		✓			
	Provide regular reports back to Council on the social and financial benefits of adopting sustainability practices with strong risk and return of investment (ROI) considerations in the report.		✓	✓		

Carbon and Climate Change

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21
Mitigation	Develop a carbon reduction strategy to reach zero net emissions for corporate operations and the community to become carbon neutral by 2030 with interim milestones.	Operations and Environment Services	✓			
	Become accredited as carbon neutral for corporate operations whilst implementing measures to reduce net emissions, such as energy efficiency and renewable energy.	Operations and Environment Services				✓
	Pilot appropriate emerging technologies as safe to fail experiments such as energy storage on City buildings and use this as an opportunity to build internal capacity as well as with key partners such as network service providers and the community.	Operations and Environment Services; Transport Planning and Development; Project Delivery		✓	✓	✓
	Develop a targeted community engagement plan to assist public emissions reduction.	Community Engagement and Communications	✓			
	Adopt progressive targets for renewable energy generation.	Office of the CEO; Operations and Environment Services		✓		
	Continue to retrofit remaining streetlights with energy efficient lamps, ensuring upgrades are consistent with best practice technology.	Operations and Environment Services		✓	✓	✓
	Incorporate use of green electricity as part of street lighting energy through renewable energy sources and trial of emerging technologies.	Project Delivery; Transport Planning and Development		✓	✓	✓
	Adopt a Corporate Carbon Reduction Strategy, which will guide emissions reduction to zero by 2030.	Operations and Environment Services	✓			
	Investigate opportunities to store excess solar energy for redistribution to the grid or other Council facilities.	Operations and Environment Services		✓		
Develop a building policy for new City-owned buildings, which outlines best practice sustainable design principles.	Project Delivery; Planning Services; Field Services, Building and Health and Place Development (Manager Building and Health)		✓			

Part five Action Plan – Carbon and Climate Change

	Investigate possibilities for co-generation.	Project Delivery; Operations and Environment Services; Planning Services		✓		
Adaptation	Include consideration of extreme water shortage in the emergency management plan.	Office of the CEO (ELT); Operations and Environment Services	✓			
	Include consideration of extreme water shortage in the emergency management plan.	Planning Services; Field Services, Building and Health and Place Development; Operations and Environment Services	✓			
Biodiversity	Review the City's street tree policy, management guidelines and species master plan to increase resilience to pests, disease and weather extremes.	Operations and Environment Services	✓			
	Provide constructed wildlife refuges and artificial habitat elements for vulnerable fauna species.		✓	✓	✓	✓
	Monitor natural areas on a weekly basis for weed incursion and undertake weed control as required.		✓	✓	✓	✓
	Undertake chemical control of pest species as required.		✓	✓	✓	✓
	Be prepared to increase management of vectors (mosquitoes) and develop a database to monitor the amount and frequency of chemical application should this be necessary.		✓	✓	✓	✓
	Train parks staff in wildlife first aid.		✓	✓	✓	✓

Part five Action Plan – Carbon and Climate Change

Parks and Remnant Bushland	Conduct a regular monitoring program of all native vegetation areas.	Operations and Environment Services	✓	✓	✓	✓
	Continue to revegetate the City's local and regional greenways to increase habitat and reduce the urban heat island effect.		✓	✓	✓	✓
	Participate in regional greenways forums and develop a regional strategic greening program.		✓	✓	✓	✓
	Ensure appropriate fuel load reduction management is undertaken in sites susceptible to fire.	Field Services, Building and Health and Place Development (Field Services)	✓	✓	✓	✓
	Continue to work with the Department of Fire and Emergency Services to develop emergency management plans.	Office of the CEO (ELT) Field Services, Building and Health and Place Development (Field Services); Operations and Environment Services	✓	✓		
	Select native plantings where practicable for parks and reserves.		✓	✓	✓	✓
	Consider adopting alternative management techniques, such as hand watering during periods of drought and heat.		✓	✓	✓	✓
Lakes and Inland Water Bodies	Undertake appropriate monitoring for pest species and algal blooms.	Operations and Environment Services	✓	✓	✓	✓
	Install aerators and biological controls to prevent toxic algal blooms.		✓	✓	✓	✓
	Develop a strategic stormwater infiltration improvement program to improve aquifer recharge.			✓		
	Develop and implement a weekly wetland monitoring program.		✓	✓	✓	✓
	Investigate the opportunity to translocate some endangered turtles to other wetlands to increase species resilience and distribution.		✓	✓	✓	✓
	Formally adopt the City's urban forestry policy position.	Council	✓			
	Investigate the opportunity to reintroduce locally extinct predatory fish species to control pest species.	Operations and Environment Services		✓		

Part five Action Plan – Carbon and Climate Change

Extreme Weather Events	Implement a guideline for outdoor work programs, that considers the potential health impacts of working in higher temperatures.	Corporate Services (People and Org Development)	✓			
	Continue to collaborate with the Western Central Local Emergency Management Committee to deliver emergency management arrangements.	Field Services		✓		
	Develop protocol to ensure centralised lines of communication with the community and media following an emergency event as part of the recovery phase through protocol.	Office of the CEO (Communications)	✓	✓		
	Provide portal to Department of Fire and Emergency Services (DFES) emergency management information on the City's website.		✓			
	Identify flood prone areas and establish a GIS layer for the City.	Operations and Environment Services; Corporate Services (Information Services)		✓		
	Incorporate appropriate standards into the new local planning scheme to apply minimum development standards to flood prone areas (e.g. minimum finished floor levels).	Planning Services; Operations and Environment Services		✓		
	Review community recovery case studies in Australia and apply best practice approaches as necessary.	Field Services, Building and Health and Place Development (Field Services)		✓		
Built Environment	Continue to increase the urban forest where possible to reduce the urban heat island effect.	Operations and Environment Services; Planning Services		✓		
	Complete a climate change vulnerability assessment of the City's community buildings and facilities.	Operations and Environment Services; Project Delivery		✓	✓	
	Monitor changes in infrastructure condition (i.e. roads, buildings, transport and lighting) so that any modification occurs prior to failure.	Project Delivery; Transport planning and Development	✓	✓	✓	✓
	Improve record keeping allowing historical condition tracking.	Project Delivery	✓	✓	✓	✓
	Increase funding allocation in the Strategic Financial Plan to reflect increasing maintenance costs.	Technical Services; Corporate Services		✓	✓	✓
	Upgrade the City's indoor recreation centres with insulation and energy efficient cooling systems.	Recreation Services; Project Delivery		✓	✓	✓
	Implement the Parks Lighting Enhancement Strategy to allow higher use of facilities during early morning and evening and reduce reliance on electricity grid.	Operations and Environment Services	✓	✓	✓	✓

Part five Action Plan – Carbon and Climate Change

Community	Develop and implement a Climate Change Adaptation Strategy.			✓	✓	✓
	Encourage native planting through financial subsidies for private gardens.	Operations and Environment Services	✓	✓	✓	✓
	Pilot an organic waste collection service (kitchen caddies etc.) in order to source separate organics allowing for easier and more regular collections.			✓	✓	
	Adopt the noise management plan to enable waste collections to take place in the early morning reducing exposure to high temperatures.	Operations and Environment Services; Field Services, Building and Health and Place Development		✓		
	Investigate opportunities for the City to increase access to indoor recreation opportunities.	Recreation Services		✓		
	Develop an 'at risk' database to identify disabled, aged, frail and isolated persons requiring special care.	Community Services	✓	✓		
	Complement DFES programs with community education and local information on emergency preparedness and personal protection.	Community Services; Office of the CEO (Communications)		✓	✓	✓
	Ensure that the Emergency Response Plan includes a Community Service Delivery Plan to ensure services (e.g. meals on wheels) can continue to be provided following a disruption event.	Community Services		✓		
	Investigate the opportunity to support the establishment of a community welfare centre in the City to provide physical and psychological services for the community.			✓		



Sustainable Transport

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21
Strategic Planning	Include metrics in The Bike Plan and Integrated Transport Plan to set goals and measure Council's improvement over time.	Transport Planning and Development	✓			
Procurement	Develop a sustainable transport or sustainable fleet purchasing policy to assist the Council's fleet to transition to more sustainable modes such as electric bikes and vehicles where possible.	Technical Services; Transport Planning and Development; Corporate Services (Financial Services)	✓			
Planning	Establish a Subiaco Sustainable Transport Working group with members from the community and key organisations such as the State Government Departments of Planning and Transport to focus on delivering key infrastructure outcomes such as the light rail project.	Transport Planning and Development		✓		
	Establish best practice sustainable transport targets for new developments.	Transport Planning and Development; Planning Services	✓			
Behaviour Change	Continue to encourage staff to use non-fossil fuel modes of transport for their work commute.	Corporate Services (People and Org Development); Office of the CEO Communications); Operations and Environment Services	✓	✓	✓	✓
Biofuels	Investigate sustainably sourced biofuels to include in a sustainable transport policy	Operations and Environment Services;	✓			

Health and Happiness

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21
Strategic Planning	Include health and happiness in the next iteration of the Strategic Community Plan to address and report on suitable key indicators such as the OECD’s Wellbeing Index or Australian Unity’s Community.	Office of the CEO (ELT); Community Services; Cultural Services		✓		
	Adopt a Positive Ageing Plan 2016 – 2020 to provide guidance and information to enable the planning and facilitation of appropriate resources.	Community Services	✓			
	Adopt a Mental Health Action Plan 2016 - 2020 to achieve a coordinated and proactive approach to raising awareness and educating the community about mental health.		✓			
	Adopt an updated Access and Inclusion Plan 2017-2022.		✓			
	Quantify and measure health and happiness with metrics including environmental factors such as air, noise, water and pollution and urban heat.		✓	✓	✓	✓
	Undertake reporting on the impacts of drugs and alcohol on the community, including data collection.		✓	✓	✓	✓
Education	Investigate the formation of a Climate Change committee comprised of Council staff, key experts and community members. This would assist with ensuring the appropriate level of mainstream climate change responses across the organisation.	Operations and Environment Services; Office of the CEO (ELT)	✓			
City Resources	Further support City staff in providing a variety of resources, including the provision of education and information, formation of networks and partnerships, informal and formal community and social support.	Operations and Environment Services; Office of the CEO (Communications)	✓	✓	✓	✓
Showcase Projects	Support people in overcoming chronic illness and unhealthy lifestyles through promoting active travel and healthy diets.	Community Services	✓	✓	✓	✓
	Facilitate inter-generational skills sharing and activities.		✓	✓	✓	✓
	Provide tools and facilities to create an enterprising community that benefits the local economy.				✓	✓

Sustainable Water

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21
Water and Climate Change	Assess the carbon impacts of the ICLEI Water Campaign Local Action Plan.	Operations and Environment Services	✓			
	Develop an acceptable 200 year flood risk strategy in areas of flood risk.	Operations and Environment Services; Project Delivery		✓		
	Incorporate appropriate standards into the new local planning scheme to facilitate water sensitive urban design.	Planning Services		✓		
	Undertake a regional feasibility study into grey or waste water treatment systems for parks.	Operations and Environment Services		✓		
Education	Implement a water reduction and reuse strategy to engage residents and tenants long term.	Operations and Environment Services; Office of the CEO (Communications)		✓		
	Undertake extensive community education in water conservation.	Office of the CEO Communications); Operations and Environment Services	✓	✓	✓	✓
Leadership	Adopt a best practice approach to water drainage and storm water, using Sustainable Urban Drainage Systems, Water Sensitive Urban Design and Best Management Practice according to ICLEI's international standards.	Project Delivery	✓	✓	✓	✓
	Reduce the city's irrigated area by undertaking hydro-zoning projects.		✓	✓	✓	✓

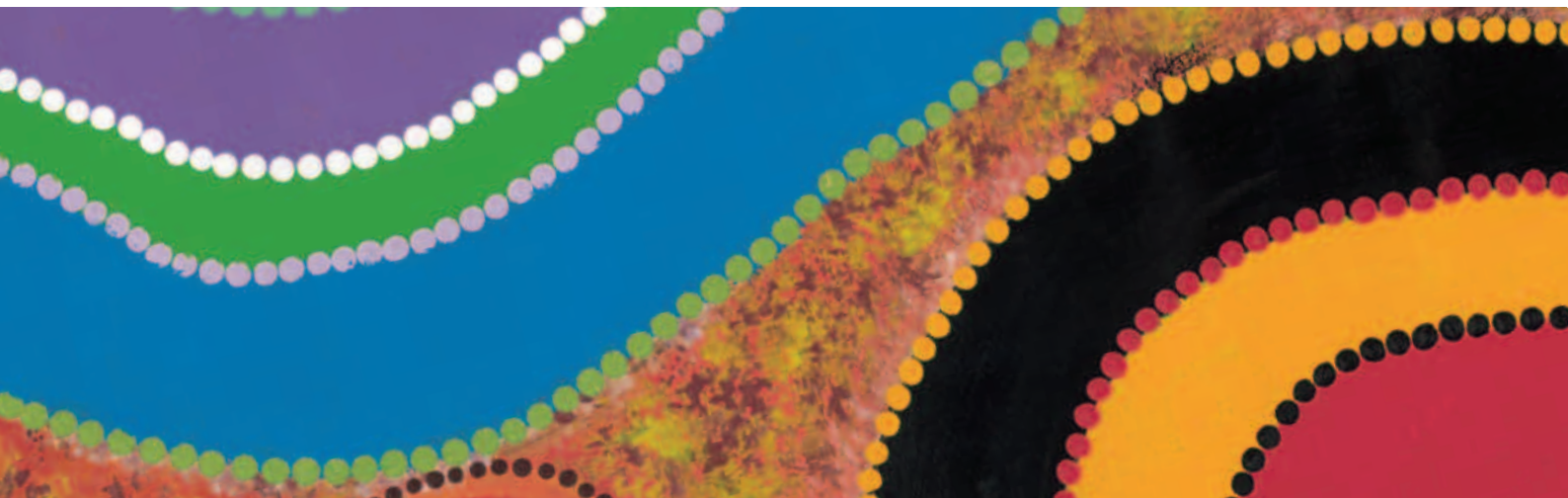
Local and Sustainable Food

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21
Data	Develop and adopt targets for local food production and consumption as appropriate for the inner urban location of Subiaco.	Operations and Environment Services; Community Services; Cultural Services		✓		
	Improve data collection regarding opportunities for food production on public and private land.	Operations and Environment Services	✓	✓		
Procurement	Update the procurement policy with further details and requirements about local food procurement for Council.	Office of the CEO; Recreation Services		✓		
Planning	Include local food production in the Ecologically Sustainable Development policy for new developments	Planning Services		✓		
Advocacy and support	Continue to progress and actively encourage the development or establishment of community gardens.	Community Services; Cultural Services	✓	✓	✓	✓
	Continue to support local farmers markets that provide food grown and produced within 100km of Subiaco.	Cultural Services	✓	✓	✓	✓



Culture and Heritage

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21
Strategic Planning	Implement the actions outlined in City reports and strategies.	Office of the CEO (ELT)	✓	✓	✓	✓
	Create a baseline for measuring quality of life for Subiaco residents into the future using a set of agreed key indicators by undertaking a community survey.	Community Services; Cultural Services; Recreation Services	✓			
	Explore options for developing a corporate social responsibility report which reports the range of sustainability policies, actions and initiatives across council.	Operations and Environment Services; Office of the CEO (ELT)	✓			
Building Community Capacity	Action: Engage the Subiaco Voice of Youth to:	Cultural Services				
	<i>Consider a sustainability project by allocating funds to enable implementation.</i>		✓			
	<i>Define budget parameters to identify how these monies could be used to explore sustainability through youth-engaged initiatives.</i>		✓	✓		
	<i>Make recommendations to Council on sustainability practices that could be adopted for the City on behalf of its young and up and coming leaders.</i>			✓		
	Engage with local Noongar Elders to deliver workshops to educate the community about indigenous environmental knowledge.	Community Services; Cultural Services	✓	✓	✓	✓
	Develop a Reconciliation Action Plan.		✓			



Natural Habitats and Wildlife

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21
Management Plan	Support collaboration between professional ecologists and project landscape architects with input from local conservation groups.	Operations and Environment Services	✓	✓	✓	✓
	Identify key species that are either protected or locally significant and monitor these to increase their presence.		✓	✓	✓	✓
	Include a comprehensive landscape management and planting scheme with a selection process that benefits local wildlife, addresses local climate issues (e.g. drought tolerance) and avoids invasive species.		✓			
	Investigate opportunities to identify and regenerate degraded local natural resource stocks (soils, trees, fisheries, etc.) within WESROC.		✓			
	Quantify ecological baselines using formal metrics (such as that completed for JH Abrahams Bushland) to provide a municipal wide basis to measure increases and enhancements to the baseline.		✓	✓		
	Ensure the Management Plan contains measurable targets for improvement.		✓			
	Enhance the resilience of the City's wetlands through diverse native plantings and re-establishing native landscapes.		✓	✓	✓	✓
Community engagement	Work with local schools to continue to increase vegetation cover, wildlife habitat and diversity within and surrounding natural areas.	Operations and Environment Services	✓	✓	✓	✓
	Work with local residents in identified green corridor areas to increase the uptake of habitat elements such as nest boxes and additional native plantings.		✓	✓	✓	✓

Part five Action Plan – Natural Habitats and Wildlife

Urban Forestry	Finalise the Urban Forest policy for adoption by Council.	Operations and Environment Services; Office of the CEO (ELT)	✓			
	Investigate ways to showcase how the City is contributing to global biodiversity improvement by facilitating the establishment and enhancement of valuable natural areas.	Operations and Environment Services	✓	✓	✓	✓
	Develop detailed landscape plans to implement the City's green corridors and continue to link these areas through park hydrozones, verge gardens and areas of City managed land.			✓		
Policy and Planning	Introduce guidelines in the Town Planning Scheme for new development that requires the protection and enhancement of local ecological value, habitat/wildlife corridors and mitigation of the heat island effect.	Planning Services		✓		
	Develop a set of landscape guidelines for Council facilities that support and enhance local ecological values as part of a broader ESD policy for Council buildings.	Operations and Environment Services; Planning Services; Field Services, Building and Health and Place Development	✓			
Offsets	Investigate opportunities to support the creation of biodiversity offsets where they cannot be met within the municipality.	Operations and Environment Services	✓			



Waste

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21
Data Collection	Conduct waste audits of the whole City's waste stream every three years to obtain data relating to the composition of, and changes in, volumes of waste and recycling.	Operations and Environment Services		✓		
Construction and Demolition	Investigate opportunities for the City's building permit system to include waste minimisation targets.	Planning, Building and Health		✓		
	Include construction and demolition waste minimisation as a condition of building approval.	Planning Services		✓		
Share Libraries	Work with community groups and organisations to develop a share library for the City.	Community Services; Cultural Services		✓		
Businesses producing high volumes of waste	Engage with local businesses to develop innovative opportunities to move toward zero waste.	Operations and Environment Services; Place Development	✓	✓	✓	✓
	Develop a program to end the sale of single use items in the City such as plastic bags and investigate alternative options such as biodegradable bags.	Office of the CEO (ELT); Operations and Environment Services		✓		
Behaviour change problems	Develop and implement a targeted sustainability behaviour change program using existing infrastructure such as schools and community groups.	Operations and Environment Services; Cultural Services		✓	✓	✓
	Participate in a bin tagging program, which targets behaviour change.	Operations and Environment Services		✓		
Events	Develop event management guidelines that include efforts towards waste minimisation for all events in the City of Subiaco requiring approval.	Office of the CEO; Cultural Services; Place Development	✓	✓		
	Develop and implement food waste collection and composting specifically for events.			✓	✓	✓

Part five Action Plan – Waste

Planning	Develop a policy and guideline which addresses opportunities to achieve a 'zero waste' future.	Planning Services; Operations and Environment Services		✓		
Lead by example	Investigate and implement opportunities to minimise waste in internal City operations and demonstrate leadership by adopting practices such as specifying the use of recycled materials in all construction projects.	Operations and Environment Services; Office of the CEO (ELT); Procurement		✓	✓	✓
Bulk waste and hard rubbish and green waste verge collections	Undertake a review of the hard rubbish collection practice and make recommendations to encourage reuse and minimise hard rubbish to landfill.	Operations and Environment Services		✓		
	Support the establishment of a local community group to develop a local or regional community resource recovery centre (tip shop), which would divert usable items to landfill.			✓		
	Work with the community to develop a social enterprise to build the capacity of the 'op shop' model to act as an excellent resource for the reuse of items such as clothing.	Community Services; Cultural Services			✓	
Technology	Continue to support the recovery of organic waste from the waste stream through the WMRC or by other means.	Office of the CEO (ELT)	✓	✓	✓	✓
Australian Standard Bin Colours	Adopt the Australian standard bin colour system.	Operations and Environment Services		✓		
Infrastructure	Maintain a recycling service and provide sustainability education and behaviour change programs to those residents not currently recycling.	Operations and Environment Services; Office of the CEO (Communications)	✓	✓	✓	✓
	Increase public recycling facilities.	Operations and Environment Services		✓	✓	✓

Local & Sustainable Materials

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21
Measurements and targets	Develop and adopt targets for the use of sustainable materials.	Operations and Environment Services; Office of the CEO (ELT)	✓	✓		
	Investigate the measurement of embodied CO ₂ of materials throughout the design and construction process and use this in decision making when procuring goods and services.	Operations and Environment Services		✓	✓	✓
Low embodied energy	Prioritise construction materials that are low impact, durable, local and reclaimed. High environmental impact or polluting materials (such as PVC and aluminium) will be avoided. Identify key opportunities and develop plans to reduce the impact of these materials.	Project Delivery		✓	✓	✓
	Consider the lifecycle impact of buildings in design, to enable easy maintenance and longevity as well as consideration for deconstruction so that on decommissioning the materials can be recovered and re-used.	Project Delivery; Field Services, Building and Health and Place Development		✓	✓	✓
Procurement	Adopt an increased sustainability weighting for goods and services procured, which includes a set of indicators to consider including energy, water use and quality, air pollution, toxic substances and resource intensity.	Corporate Services (Financial Services); Operations and Environment Services		✓		
	Require that suppliers, goods, services and processes minimise negative environmental and social impacts.	Office of the CEO		✓		
	Develop a list of toxic and hazardous materials that are prohibited from being specified/used.	Buildings Health and Compliance		✓		
	Encourage staff to use the Sustainable Procurement Data base, through the development of supplier sustainability principles to manage sustainability within Council's supply chain.	Operations and Environment Services		✓		
Waste minimisation	Use the Strategic Waste Minimisation Plan to include a broader focus on sustainable materials when implementing community actions and proposing any amendments to the Town Planning Scheme.	Planning Services		✓	✓	✓

Part five Action Plan – Local and Sustainable Materials

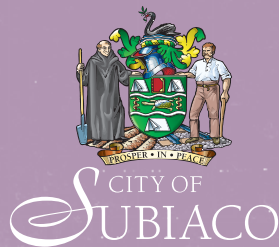
Education and advocacy	Provide information on reducing the impact of goods through community education.	Office of the CEO (Communications)	✓	✓	✓	✓
	Attract property management companies and other service providers to the community who will support this approach.	Community Services; Field Services, Building and Health and Place Development		✓		
	Provide services that facilitate the sharing of goods, such as through a share library, especially goods that are used infrequently but have a high embodied energy such as power tools.	Cultural Services		✓	✓	✓



Equity and Local Economy

	Action	Lead Branch	2017-18	2018-19	2019-20	2020-21	
Marketing, Communication and Advocacy	Update the terms of reference for the Economic and Sustainability Advisory Committee to include commitments to promoting environmental and social sustainability.	Place Development	✓				
	Develop and implement a Destination Marketing Strategy.			✓			
	Develop and implement an integrated framework for project awards.		✓	✓	✓		
	Investigate the creation of a Subiaco blogger program, which supports local lifestyle entrepreneurs.			✓			
	Source private and public investment in local economic development activities.				✓	✓	✓
	Actively seek opportunities to support disadvantaged groups in Subiaco.	Community Services	✓	✓	✓	✓	
Place making, activation and public realm	Develop a night time economy research program, to improve opportunities for increased night time activity.	Place Development		✓			
	Develop an events attraction strategy, which supports the events and festivals program.			✓			
	Develop and implement a wayfinding program.			✓	✓	✓	
	Support streetscape improvements throughout the entire Subiaco Town Centre.	Place Development; Project Delivery	✓	✓	✓	✓	
	Continue to support laneway activation.	Place Development	✓	✓	✓	✓	
Attraction and retention of business and investment	Explore options for setting up a Sustainable Business Hub through the Economic Sustainability Committee as a physical space or virtual space for new small business to collaborate.	Place Development		✓			
	Create targeted business attraction packages and new business welcome packs.			✓			
	Support business development programs.		✓	✓	✓	✓	
	Develop a feasibility study into Subiaco as an innovation district and develop a Subiaco innovation grants program.				✓	✓	
	Collect and disseminate quarterly market statistics.		✓	✓	✓	✓	
	Create a business incubator.				✓		





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