

The background of the cover is a photograph of a large, mature tree with a thick, gnarled trunk and dense green foliage. The tree is situated next to a paved road. A large, dark blue semi-circular graphic is overlaid on the right side of the image, containing the title text.

Sustainability *Framework* 2023



The City of Kwinana acknowledges the Traditional Custodians of the land in which we live, work and play, the Nyoongar people, and we pay our respect to Elders past and present.

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Background

What does sustainability mean for Kwinana

The United Nations Brundtland Report defines sustainability as the ability “to meet the needs and aspirations of the present, without compromising the ability to meet those of the future” (World Commission on Environment and Development, 1987).

The City of Kwinana (the City) recognises that to deliver on this definition of sustainability, a system of governance is required that delivers the needs of current and future generations through the integration of environmental protection, social advancement and economic prosperity.

Feedback from our Kwinana community has consistently demonstrated that it values both the environment and sustainability. In response, the City committed to aligning with the United Nations Sustainable Development Goals (SDGs) in its Strategic Community Plan 2021-2031. This Sustainability Framework (the framework) is the tool the City will use to facilitate the integration of sustainability and the SDGs across its entire operations and strategic approach.

Vision

Taken from the Strategic Community Plan, the vision for the Sustainability Framework is:

A unique and liveable City, celebrated for and connected by its diverse community, natural beauty, and economic opportunities.

Achievement of this vision will create a sustainable city. It is expected that this vision will be supported by individual environmental, social and economic visions and subject specific visions where appropriate.

Purpose

The purpose of this framework is to support the outcomes of the Strategic Community Plan in a responsible way, through addressing all three pillars of sustainability; environment, social and economic, as shown in Figure 1. Key sustainability principles will be used to guide City operations and decision-making. These principles together with the vision, priority areas and performance indicators form the basis of the sustainability framework. It will be referred to throughout the City's day-to-day operations, decision-making and reporting. This will allow the City to recognise its achievements and areas of focus moving forward.

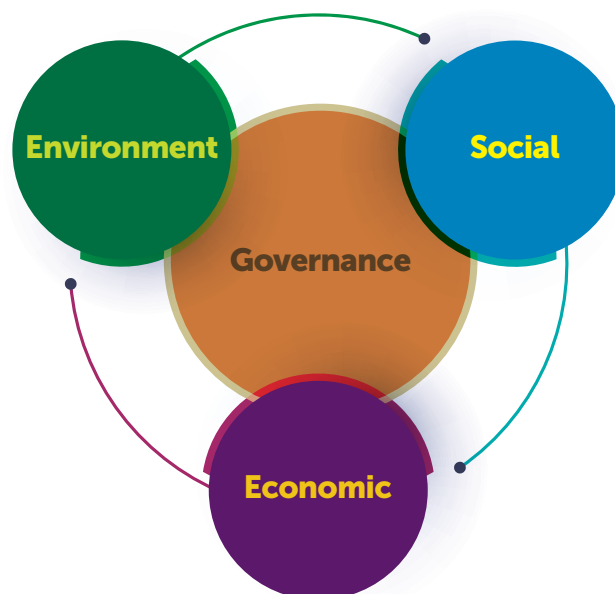


Figure 1: The City provides a system of governance that supports the integration of environmental protection, social advancement and economic prosperity.

Strategic context

The Agenda for Sustainable Development is the key international driver for sustainability. At the United Nations (UN) Sustainable Development Summit (2015), world leaders adopted a global Agenda for Sustainable Development, a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030 (UN Habitat, 2022).

The SDGs provide an internationally recognised framework for consideration of sustainability matters,

as seen in Figure 2. This international standard is agreed to and endorsed by the Australian Government, with numerous examples of the SDGs being applied in national and state strategies. Adoption of the framework by local governments is of great benefit, as all levels of government have a shared responsibility in achieving the goals.

Key pieces of Western Australian legislation were considered in the development of this framework.

United Nations Sustainable Development Goals



Figure 2: United Nations Sustainable Development Goals

Local context

The City's sustainability aspirations are governed by the following key strategic documents:

Strategic Community Plan 2021-2031

The Strategic Community Plan articulates where the City wants to be by 2031. It establishes the vision adopted by this framework and strategic outcomes aligned with the core themes of sustainability: Environment, Social, Economic and Governance. Each Strategic Community Plan outcome is also aligned with the SDGs.

This approach provides the foundation of the City's Sustainability Framework. It recognises the importance of each SDG to the City's operations, decision-making and community. It is however acknowledged that the sphere of influence of local government varies across each goal and there is a finite level of investment and resourcing available.

Corporate Business Plan and Long-term Financial Plan

The Corporate Business Plan activates the Strategic Community Plan by detailing the actions, projects and programs that the City will undertake to achieve the community's vision. It is the key point at which the City's operational activities are aligned to community priorities. To ensure that these activities can be undertaken, the Corporate Business Plan is informed by the Long-Term Financial Plan, Infrastructure Strategy, Workforce Plan, key strategies and operational plans.

The Long-term Financial Plan helps ensure that long-term financial sustainability can be maintained while meeting the needs and expectations of our community and delivering the Council's objectives as specified in the Strategic Community Plan.



Integrated Planning and Reporting Framework

The Sustainability Framework sets out the key sustainability principles and priority areas for the City. These will guide City operations, activities and decision-making. Figure 3 demonstrates how the framework will wrap around and guide the City's Integrated Planning and Reporting Framework. The City's current suite of strategic documents support delivery of the framework, and future new and revised documents should help support the achievement of the sustainability outcomes identified by the Sustainability Framework.

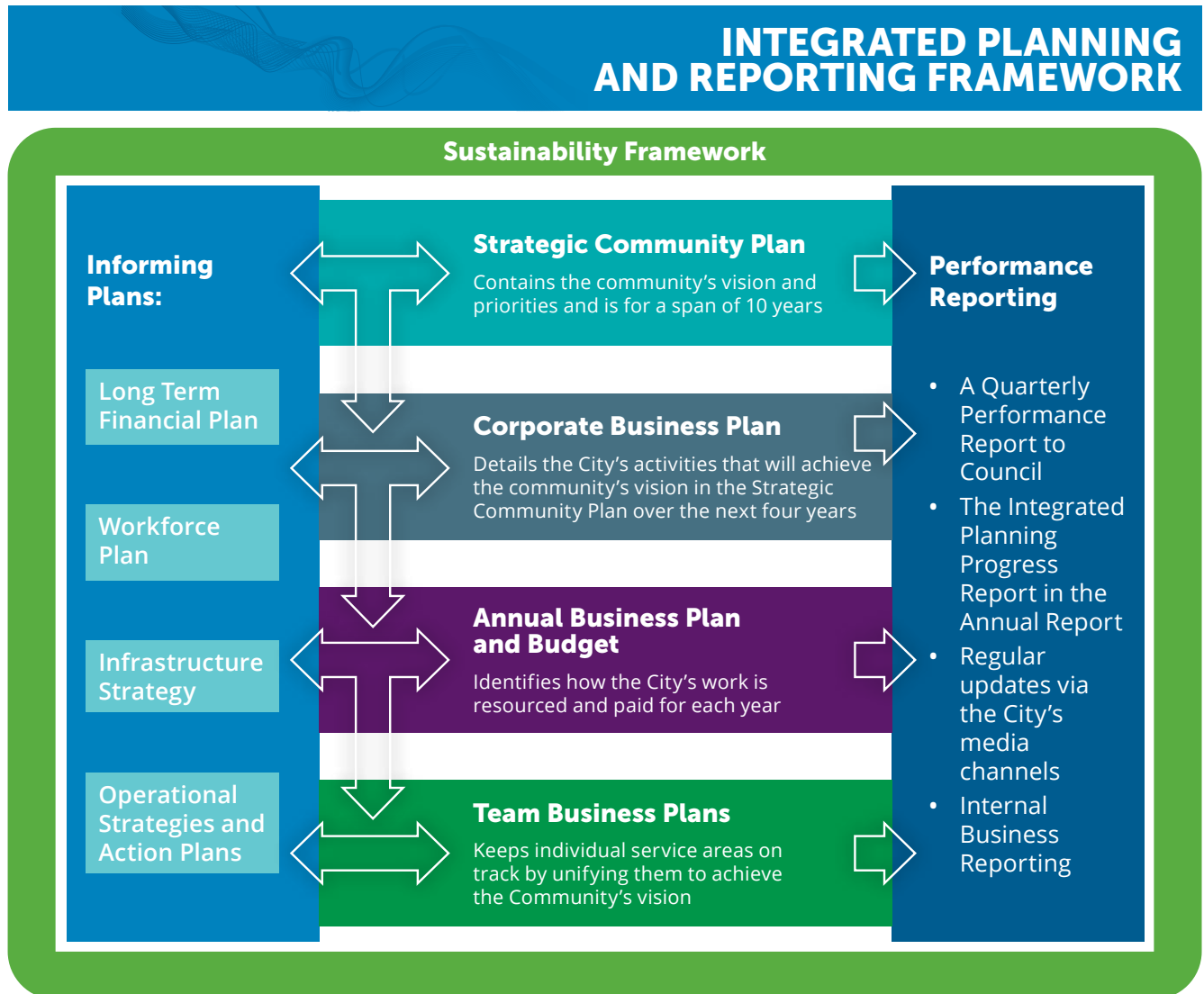


Figure 3: Demonstration of Sustainability Framework placement in existing Integrated Planning & Reporting Framework

Development of Sustainability Framework

Significant research was undertaken as part of the development of the City's Sustainability Framework. The research included:

- Engagement with City staff, stakeholders and community groups to determine materiality
- A community survey to determine priorities
- Benchmarking and gap analysis

The research methodology and key findings of the research are provided in a separate background report. The research was used to identify the key sustainability principles and priority areas.

The City's decisions and operations will align to the sustainability principles. Priority areas will help to focus the City's action.

Guiding principles

The information gathered through internal and community consultation was used to develop Guiding Principles for the Sustainability Framework. These principles, as described below, are matched to corresponding SDGs. They will apply to all teams across the City and will guide the City's operations, activities and decision-making to deliver sustainable outcomes.



Sustainability guiding principles

Social



Social inclusion



Description

Equitable access and input into public services.

What will it look like?

- All members of our community are able to participate in society
- Diverse and underrepresented voices are empowered through education and awareness-building



Community wellbeing



Description

Creation of liveable neighbourhoods with healthy communities and environments.

What will it look like?

- Provision of walkable neighbourhoods, public open space, sport and facilities.
- Access to clean air and water
- Provision of effective environmental health services
- Effective health promotion programs

Governance



Generational value creation



Description

Consideration of both the long and short-term economic, environmental, social and ethical impacts of decision-making.

What will it look like?

- Decisions have consideration to longer-term impacts to our organisation and community



Integrated and transparent decision-making



Description

Communicate decisions and decision-making process with community and internal and external stakeholders.

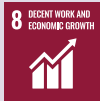
What will it look like?

- Decisions consider both long- and short-term social, economic, environmental and ethical impacts
- Engagement is incorporated into decision-making and operations
- Decisions and decision-making processes are communicated with all stakeholders

Economic



Thriving local economy



Description

Sustainable economic development aims to attract and retain business, increase local employment, encourage growth whilst balancing/reducing environmental impacts.

What will it look like?

- Businesses are attracted and retained locally
- Local businesses are supported to realise available opportunities
- Increased local employment opportunities and long-term job security
- Economic growth is encouraged while balancing potential impacts (environment, traffic, nuisance)

Environment



Environmental stewardship



Description

Environmental protection and environmental services to retain environmental values and ecological function to local natural assets.

What will it look like?

- Natural areas are protected and enhanced (wetlands, bushland, coast)
- Ecological services are maintained e.g., shade, clean air and water



Decarbonisation



Description

Accelerate transition to a low carbon future (within Council operations and the community).

What will it look like?

- The City's operations are transitioned to a net-zero carbon future
- Education, advocacy and advice provided to assist our community in the transition to a low carbon future



Resilient and adaptable communities



Description

Creation of communities that are resilient and able to adapt to climate change impacts, reducing vulnerability.

What will it look like?

- Planning and building processes are implemented to support decisions that improve community resilience
- Communities are able to effectively respond and adapt to climate change impacts, disasters and emergencies
- Vulnerability among the community is reduced and safety is improved
- Relevant corporate services include planning and community services, building compliance, emergency/ disaster services

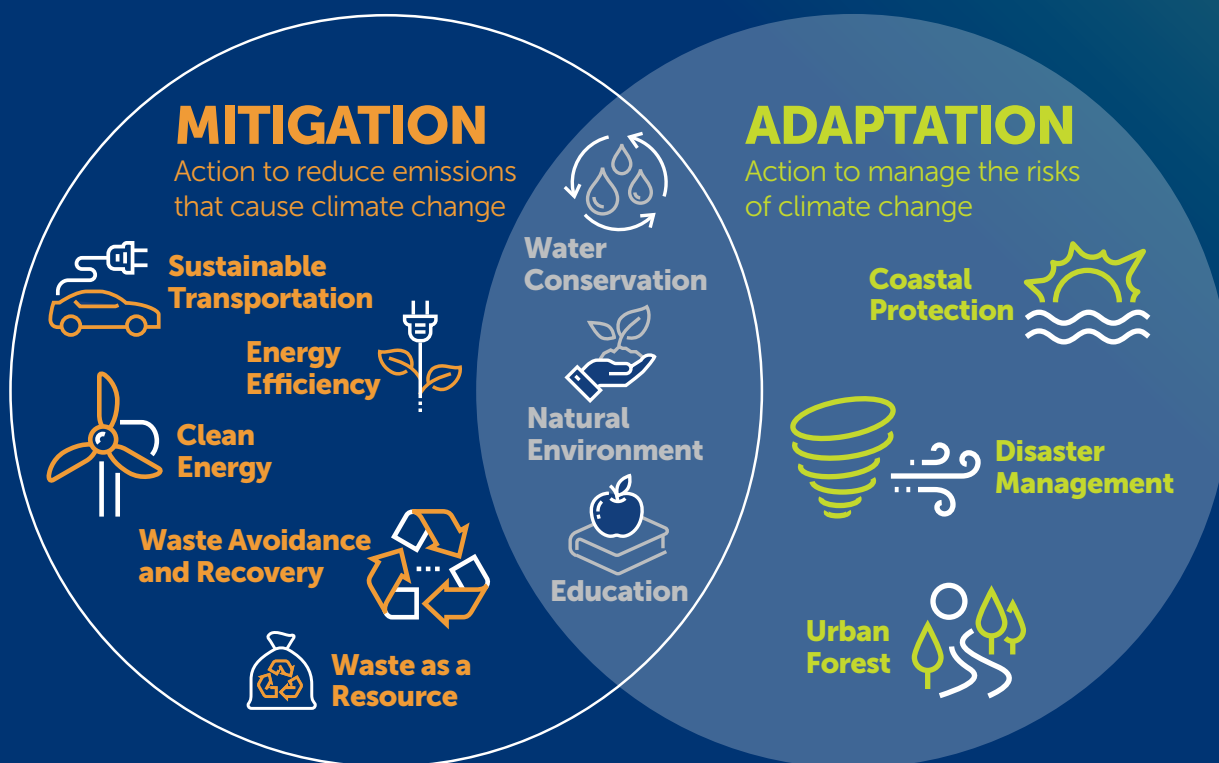
Priority areas

Through internal consultation and information collated in the background report, seven Priority Areas were identified. These are intended to guide and focus the City's actions to achieve better outcomes. The Priority Areas are:



Priority Area 1: Climate Action

Climate change is increasingly affecting both our operations and our community. Climate action involves reducing greenhouse gas emissions and increasing our resilience and capacity to withstand the impacts of climate change.



CLIMATE ACTION SUMMARY

The City acknowledges that our climate is changing. It is expected that Kwinana will experience higher average temperatures, increased frequency of hot days and heatwaves, lower rainfall, increased frequency and severity of extreme weather events, increased fire prone conditions and sea levels will continue to rise.

Long-term engagement consistently demonstrates that responding to climate change is important to our community.

The City has a strong history of climate action (both to mitigate against climate change and adapt to the changes we know are coming). This action will continue. Our achievements to date, current action and future activities are summarised in Table 2.

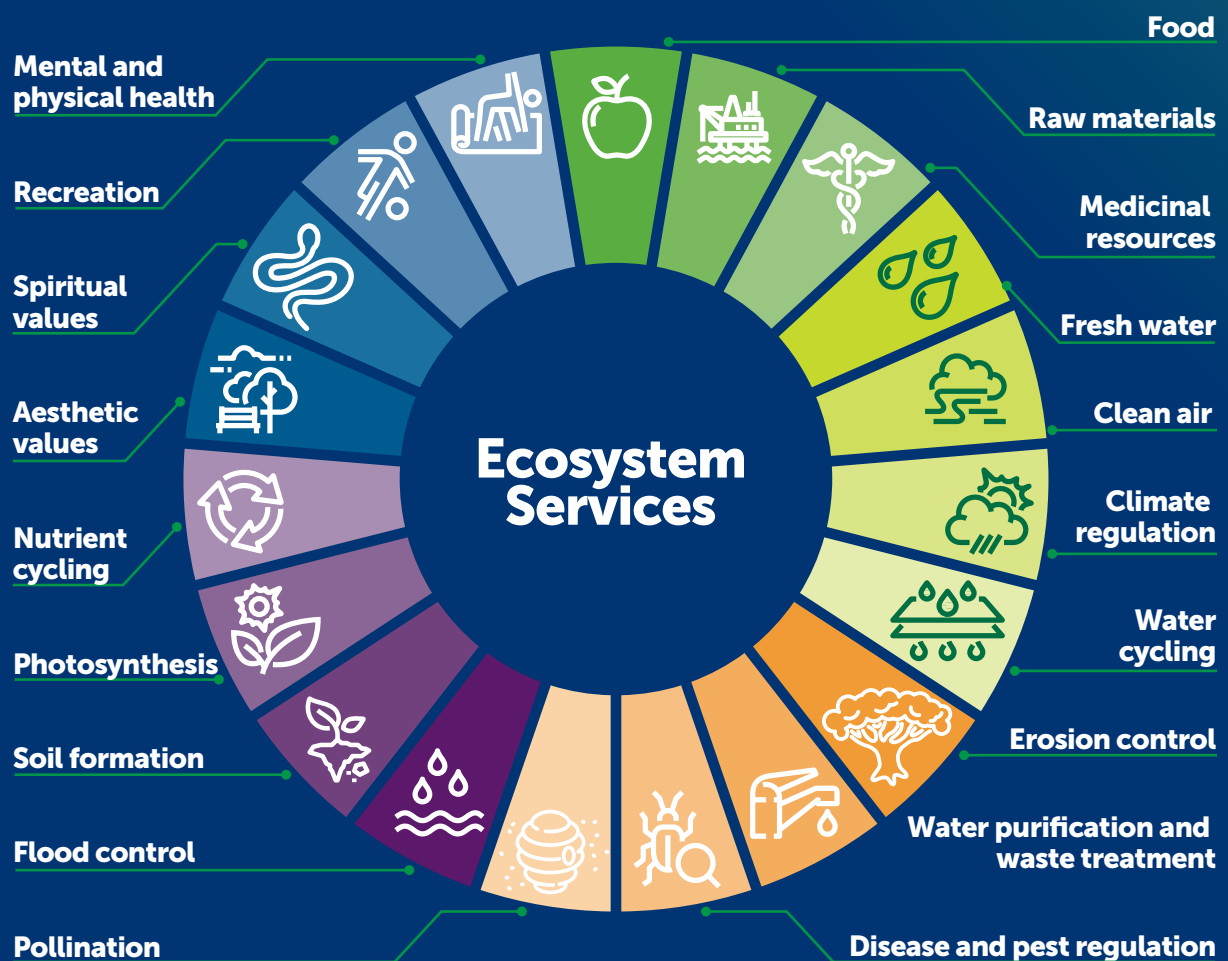
Table 2: Climate action summary

Achievements to date	<ul style="list-style-type: none"> • Annual monitoring and reporting of City's greenhouse gas emissions • 64% reduction in corporate emissions since 2015 • Renewable energy supply contract for top 12 electricity-consuming sites from 2022 • Adoption of updated Climate Change Policy and Plan • Coastal Adaptation Plan development • Energy Plan development • Emergency Management Plan • Local Recovery Plan
Current activity	<ul style="list-style-type: none"> • Climate Change Plan implementation • Coastal Adaptation Plan implementation • Transitioning our passenger vehicle fleet to hybrids • Piloting our first fleet electric vehicle • Urban Forest Strategy development
Future priorities	<ul style="list-style-type: none"> • Planning the City's transition to net-zero emissions • Optimising energy efficiency in our facilities • Supporting our community to reduce their own emissions • Facilitating The City's climate change resilience • Supporting our community's climate change resilience • Sea level rise policy development
Opportunities	<ul style="list-style-type: none"> • Best practice management and analysis of utilities and corporate emissions data to improve efficiencies • Estimating whole of life emissions projections to inform capital works and large purchases • Tracking community-based emissions including those associated with municipal waste management • Considering innovative approaches to emissions reductions • Engagement with community regarding action they can take to reduce their emissions and build resilience to climate change impacts



Priority Area 2: Environment and biodiversity

Environment is one of the pillars of sustainability: it provides ecosystem services and underpins all life. Biodiversity is a key feature of our local environment: its protection is an essential part of maintaining these ecological services and functions.



ENVIRONMENT AND BIODIVERSITY ACTIVITY SUMMARY

This priority area includes:

- Protection of local biodiversity through natural area management and protection (bushland, wetlands, waterways, coastal areas)
- Water efficiency
- Water and air quality
- Contamination management and remediation

There is a strong commitment to this priority area demonstrated through the strategic commitments set through the Local Biodiversity Strategy, Sustainable Water Management Plan, Contaminated Sites Management Plan and Environmental Education Strategy. Activities to date, current focus areas and opportunities moving forward are summarised in Table 3 below.

Table 3: Environmental and biodiversity summary

Achievements to date	<ul style="list-style-type: none"> • Provision of a dedicated Environmental Field Crew to manage The City's natural areas (revegetation, weed control, pest/disease management etc.) • Local Biodiversity Strategy 2022 adoption • Implementation of individual reserve management plans: <ul style="list-style-type: none"> ▪ Kwinana Foreshore Management Plan ▪ Wildflower Reserve Management Plan ▪ Lake Magrup Implementation Plan ▪ Kwinana Environment Masterplan ▪ Tramway Trail Masterplan ▪ Kwinana Loop Trail Masterplan. 	<ul style="list-style-type: none"> • Support for community bush care and coast care groups – each year around 5,000 plants are planted by our volunteers in priority reserves. Well-established annual Seedling Subsidy Scheme which has run for 10 years and provides 2400 subsidised native plant seedlings each year to local residents. Community environmental programs and activities as directed by the Environmental Education Strategy – in 2022, The City held 28 environmental education events attend by 679 people • Ongoing contaminated sites management and remediation • Ongoing Feral animal control program and periodic Phytophthora (die-back) assessment
Current activity	<ul style="list-style-type: none"> • Development of an overarching Environmental Strategy is underway to define, connect and prioritise environmental-related work by The City • A review of the Natural Areas Management Plan has been undertaken including ecological condition assessments of the City's natural areas • Implementation of the Local Biodiversity Strategy, including development of a local natural areas stewardship program • Urban Forest Strategy development • Cordata Wetland Management Plan development • Natural Areas Management Plan review and update 	<ul style="list-style-type: none"> • Welcome pack for landholders in rural/special rural areas explaining approval requirement for works on their property e.g., clearing • Identifying and seeking prosecution for illegal clearing of vegetation • Resourcing and operational planning for new natural area reserves ceded to The City in new development areas • Advocacy for the use of local environmental offsets generated by local development projects • Reinvigoration of the Kwinana Loop Trail and Tramway Trail project linking Cities of Kwinana, Cockburn and Rockingham
Future priorities	<ul style="list-style-type: none"> • Embedding environmental sustainability values 	<ul style="list-style-type: none"> • Community awareness and pride in City-managed natural areas and understanding their importance • Build community capacity to participate in environmental volunteer work • Build better landholder awareness of environmental values and conservation, including clearing restrictions, biodiversity supportive fire prevention, feral and pest animal control, native and weed identification
Opportunities	<ul style="list-style-type: none"> • Confirmation on future plans associated with non-City-managed land tenure of small lots within local natural area reserves 	<ul style="list-style-type: none"> • Update process for planned infrastructure and fire mitigation works to embed environmental sustainability consideration • Formalising and resourcing a process for proactively identifying and responding to illegal clearing

Priority Area 3: Liveability

Liveability is a fundamental part of The City's role as a local government, to create and maintain a safe, connected, comfortable environment so that we have a thriving and happy community.



We believe communities are at their best when they are connected, resilient, inspired and productive.

Figure 6: Liveability & communities

LIVEABILITY SUMMARY

Liveability means having access to everything our community needs: health, shops, transport, recreation, food, entertainment, social connection. It also includes stability, infrastructure, inclusion, communication, culture, neighbourhood relationships, perceived and actual safety and a sense of community within place. The built and natural environment should promote health and wellbeing.

It involves opportunities for our community to express their own identity, culture and stories, feel connected to both their own and other cultures and backgrounds. We would like our community to feel a sense of belonging and pride in where they live.

Our work on the Sustainability Framework highlights issues in relation to social equity, social inclusion, community safety and health and wellbeing that are most appropriately addressed by The City by improving overall liveability. For example, Kwinana scores very poorly in community health indicators. The City is proactive rather than reactive with health promotion offering not only health education and wellbeing programs to its residents, but also building well connected, shaded, aesthetic spaces that encourage people to be active. We must support our community to be active and healthy to enable them to participate fully in life.

Our achievements in this area are broad and multifaceted. We will continue to support activities that create liveable communities.

Table 4: Summary of activities undertaken or identified to improve liveability, categorised by liveability components

Built & Natural Environment	Achievements to date	<ul style="list-style-type: none"> Improving connectivity through delivery of the Bike and Walk Plan, enabling more active transport choices and connection to our train stations Adoption of the Local Biodiversity Strategy 2022 Quality urban design e.g., Linked activity centers for access to multiple facilities and amenities connected by public transport Local Planning Strategy – enables opportunities to develop business, social housing and housing diversity Local Planning Policy 1 – Landscape Feature and Tree Retention 	<ul style="list-style-type: none"> Developer contributions to public art and facilities meeting the needs of our growing community Provision of well-regarded facilities e.g., Kwinana Adventure Park, Darius Wells Library and Resource Centre, Recquatic Asset renewal – revitalising tired infrastructure, improving amenity in older areas Developer Guidelines to achieve sustainable built form outcomes Community Infrastructure Plan (revised 2021)
	Current activities	<ul style="list-style-type: none"> Local Heritage Strategy development City Centre Masterplan update Local Planning Strategy – implementation Local Planning Scheme review and update 	<ul style="list-style-type: none"> Preparation of a new Activity Centre Plan Urban Forest Strategy development Bike and Walk Plan review and update Environment, Animal and Amenity Local Law development
	Future priorities	<ul style="list-style-type: none"> Housing diversity and choice Liveability by design Kwinana Loop Trail development 	<ul style="list-style-type: none"> Advocating for our state government to require better design in new developments and greater housing diversity
	Opportunities	<ul style="list-style-type: none"> Implementing the Bike and Walk Plan to include multiple-use, safe, shady pathways Minimising environmental impacts from the development process Individual design of houses – encourage greater open space and discourage setbacks that are inappropriate within residential blocks through education and incentives 	<ul style="list-style-type: none"> Sustainable building guidance for potential owners, including information on whole of life costing considerations Improve flexibility to support different housing types (such as multi-generational families)
Health, Wellbeing & Safety	Achievements to date	<ul style="list-style-type: none"> Establishment and implementation of Public Health Plan Environmental Health Promotion and Education Plan development Working proactively with local police 	<ul style="list-style-type: none"> Your Move program with schools Eyes on the Street Program CCTV infrastructure provision and incentives for homeowners
	Current activities	<ul style="list-style-type: none"> Healthy Streets - embedding public health into transport and urban planning 	<ul style="list-style-type: none"> CCTV strategy development
	Future Priorities	<ul style="list-style-type: none"> Improving our community's perception of safety 	<ul style="list-style-type: none"> Public Health Act Reform and implementation of new Regulations
	Opportunities	<ul style="list-style-type: none"> Investigating and advocating for opportunities to maximise distances between schools and health-risk-associated outlets e.g., liquor, cigarette, vape retailers 	
Social & Cultural Life (Community)	Achievements to date	<ul style="list-style-type: none"> Public Art Masterplan development A Place approach where we respond to needs identified by our local community Grants programs for communities to build better connections 	<ul style="list-style-type: none"> Regular free local community events Social Strategy adoption Supporting local clubs and groups Mental health training for City staff
	Current activities	<ul style="list-style-type: none"> Place driven carpark upgrade at Medina Green (Pace Rd shops) 7-day makeover in Wellard Village – involving community input 	<ul style="list-style-type: none"> Skills boosting workshops for community groups Awareness and education programs Events Policy and Guidelines development
	Future Priorities	<ul style="list-style-type: none"> Disability access Reconciliation Reduce red tape to enable our community to participate more easily 	<ul style="list-style-type: none"> Formalise our local cultural heritage Continued adherence to workplace health and safety statutory obligations

Priority Area 4: Engagement and social inclusion

Inclusion and engagement foster a community that feels it belongs and that can trust its decision-makers. Regularly hearing from a diverse range of voices ensures the needs of the community continue to be met.



Figure 7: Importance of Engagement & Social Inclusion

ENGAGEMENT & INCLUSION SUMMARY

The City has a strong commitment to inclusion and engagement with our local community and within its organisation. We are committed to meaningful, productive engagement where all of society feels empowered to participate.

In recognition that an engaged community is an empowered community, we have been working hard to improve in this area and will continue to build on this momentum. Our work to date and ongoing is summarised in Table 5.

Table 5: Engagement & social inclusion summary

Achievements to date	<ul style="list-style-type: none"> Strategic Community Plan development Establishment of a Place approach to working with communities and resourcing of Place Leaders Engagement Framework development Establishment of an Engagement Specialist position and increased resourcing of community engagement Disability Access and Inclusion Plan development Social Strategy development 	<ul style="list-style-type: none"> Reconciliation Action Plan (RAP), cross-functional working groups, RAP champions and establishment of a formal Aboriginal Advisory Committee Establishment of a Youth Advisory Council Established relationships with community groups, associations and local service providers Established effective communication channels that are well-known within the community Establishment of a Disability Reference Group
Current activity	<ul style="list-style-type: none"> Consistent networking and meeting with diverse groups and community members Developing a 'Welcome to Kwinana' tour tailored for Culturally & Linguistically Diverse (CALD) communities Improving the use of 'Place' to build welcome and inclusive communities. e.g., Wellard Village 	<ul style="list-style-type: none"> Ongoing Events and Programs that engage the community and build community pride Zone on the Move – youth programs that are hosted in various locations around the City Free Healthy Lifestyles programs to enable our community to be active
Future priorities	<ul style="list-style-type: none"> Developing community perception, feeling of inclusivity and pride Increasing community awareness of City activities, welcoming new residents 	<ul style="list-style-type: none"> Improving consideration of and inclusion of our CALD community and people with disability Local employment that offers opportunities that match our community
Opportunities	<ul style="list-style-type: none"> Advocating for local employment opportunities to improve employment of people with a disability, people of Aboriginal and Torres Strait Islander descent and youth. 	<ul style="list-style-type: none"> Expanding our circle of influence to reach and include everyone



Priority Area 5: Waste and resource recovery

Waste management is an essential service and impacts everyone in our community. It protects community health and our environment. Waste is also one of The City's largest expense areas.



Waste is both directly and indirectly related to many of the SDGs

Figure 8: Rationale for waste & resource recovery priorities set by The City

WASTE & RESOURCE RECOVERY SUMMARY

The City considers waste and resource management to be an essential service, affecting everyone in the City. Significant population growth (and therefore volumes of waste) and previous State Government Policy led to a waste management approach centred around Energy from Waste and a 20-year contract to supply waste

to an external energy provider. This approach will evolve over time to continue to respond to community and State Government expectations and incorporate modern thinking (such as a circular economy approach). The City's achievement in waste and resources together with future plans and known gaps area summarised in Table 6.

Table 6: Waste & resource recovery summary

Achievements to date	<ul style="list-style-type: none"> Waste Plan and Waste Education Plan development Waste Local Law development Litter and Illegal Dumping Management Plan development Establishment of the energy recovery contract Feasibility assessment of three-bin systems to improve material recovery Education and support to our community and local businesses on the State government's single use plastic bans 	<ul style="list-style-type: none"> Implementation of an effective kerbside recycling system Kerbside contamination response process development Verge-side compliance response process development Publicly available waste statistics Subsidised worm farms, modern cloth nappies, bokashi bins and compost units for residents Multiple education programs and workshops throughout the year
Current activity	<ul style="list-style-type: none"> Event waste management guideline/toolkit development Participation in regional waste networks to deliver consistent strategies/behaviours Requirement for waste management plans as a condition of development approval Audits of public litter bin infrastructure to assess provision quantity 	<ul style="list-style-type: none"> Development of contamination response process with waste contractor Transition to a three-bin kerbside waste system <p>Three bin feasibility study (for greater material recovery ahead of resource recovery through EfW) was completed in 2022/23 with the City adopting a GO 3-bin model to increase material recovery</p>
Future priorities	<ul style="list-style-type: none"> Reduce household waste generation Maximise resource recovery and reductions in contamination Encourage a circular economy approach to waste management 	<ul style="list-style-type: none"> Improve community awareness of best practice waste management Monitor, report and reduce emissions related to waste Attraction and support for additional local waste recovery facilities to support employment opportunities
Opportunities	<ul style="list-style-type: none"> Potential opportunities to connect industry and local business to support circular economy outcomes Lack of local waste transfer station/recycle yard Lack of local drop off facilities for household hazardous waste Advocating for local Container Deposit Scheme locations that are accessible for all 	<ul style="list-style-type: none"> General community awareness of waste generation Product stewardship programs and extended manufacturer responsibility for a range of products and materials that are difficult to recover Procurement processes that minimise waste and support resource recovery



Priority Area 6: Responsible investment and procurement

Financial sustainability is where the City is accountable and able to achieve better outcomes for our community using ratepayer funds.

RESPONSIBLE INVESTMENT & PROCUREMENT SUMMARY

The City's significant commitment to this priority area is demonstrated through its long-term financial planning and documents such as the Community Infrastructure and Asset Management Plan. The strategic consideration of expenditure allows the City to plan for the long-term provision of community facilities and services through the utilisation of multiple funding sources (e.g., rates, developer contribution, State grant funding). Expenditure is planned to ensure that

large investments are sustainable and do not result in an unnecessary financial burden on the City and its community.

The City is also committed to socially and environmentally sustainable procurement. This is considered together with value for money and local economic benefits throughout the City's purchasing decisions. Achievements in this area are summarised in Table 7 together with future priorities and opportunities.

Table 7: Responsible investment and procurement summary

Achievements to date	<ul style="list-style-type: none"> Procurement Policy updated to require the consideration of factors such as sustainability, engagement of local, Aboriginal and disability employment businesses Local supplier registration web form developed to enable local businesses to enter their details into a local directory for the Kwinana community to access 	<ul style="list-style-type: none"> Weightings in our tender process to ensure responsible expenditure and local preferences Community Infrastructure Plan Asset Management Plan development
Current activity	<ul style="list-style-type: none"> Developing a supplier database (including local suppliers) 	<ul style="list-style-type: none"> Asset management planning to ensure that forward works are consistent with sustainability principles
Future priorities	<ul style="list-style-type: none"> Promoting and supporting local, Aboriginal and disability employment businesses Expand sustainability requirements within the procurement process Local education and training support 	<ul style="list-style-type: none"> Procurement Policy – revisit how the principles are presented and explained. Consider a requirement to ensure all investments are associated with ethical sources
Opportunities	<ul style="list-style-type: none"> Functional and accessible Local, Disability Enterprise and Aboriginal Business supplier database 	

Priority Area 7: Innovation

Innovation is at the heart of employee involvement; it is a way to feel heard and be involved in decision-making processes that can have lasting and significant benefits to our organisation and community. Cultivating an environment of learning, stretching and continuous improvement, built on best practice can provide better outcomes.

INNOVATION SUMMARY

The City has aimed to integrate innovation throughout their business and processes. Innovation is an integral part of determining sustainable solutions to improve how we do business. Achievements in innovation, current activity, future priorities and opportunities are summarised in Table 8 below.

Table 8: Innovation summary

Achievements to date	<ul style="list-style-type: none"> Establishment of the Innovation Working Group Annual Boola Katitjin Week to celebrate innovation Be Great, Let's Innovate Innovation Register Establishment of cross-functional teams to facilitate input from different work areas and encourage better outcomes 	<ul style="list-style-type: none"> Small Business Collective Staff values award, which rewards innovative initiatives
Current activity	<ul style="list-style-type: none"> Ongoing development of innovative culture through improved employee engagement and the development and delivery of innovative ideas 	<ul style="list-style-type: none"> Small Business Friendly Approvals Project implementation 'Report It' forms to streamline community fault reporting
Future priorities	<ul style="list-style-type: none"> Building employee involvement across the organisation 'Out of the box thinking' that can bring benefit to the organisation and the community Promoting growth in our individual officers, teams and our organisation as a whole. 	<ul style="list-style-type: none"> Recognising the benefits and value of innovation relating to culture, safety, efficiency, the community, the environment and the organisation Introducing enabling technology to support ease of service delivery/changes Idea testing, funds for trials for the innovation working group
Opportunities	<ul style="list-style-type: none"> Allowing time and space for employees to be creative and think differently Promoting The City's innovative approaches within the Local Government sector to support the perception of Kwinana as a leader 	<ul style="list-style-type: none"> Encourage the consideration of innovation when teams are planning implementation of their work

Performance and review

Performance indicators

Sustainability indicators are tools with which the performance of the City's Sustainability Framework can be measured. The indicators listed below are linked to the framework's Priority Areas and will assist in the development of targets for the City. Indicators used for reporting may not include all of these. Measurement and monitoring of targets will be used to assess if progress is being made in the right direction.

Sustainability indicators can also be linked to different standards, in this case the SDGs as indicated. Aligning our Priority Areas with the SDGs in this way will enable the City to track progress against the goals.

Monitoring and review

Sustainability Framework performance indicators will be included in The City's Annual Report. Review of the Sustainability Framework will align to the review cycles of the Strategic Community Plan to ensure consistency.



Sustainability indicators associated with the City's Priority Areas and relevant SDGs

Priority Area 1

Climate Action



Indicators

- Electricity, natural gas and vehicle fuel usage
- Corporate emissions
- Climate Change Plan – actions implemented
- Energy projects approved and implemented using Energy Plan methodology

Corresponding CATALYSE Survey Categories

- Efforts to promote and adopt sustainable practices to manage climate change

Priority Area 2

Environment & Biodiversity



Indicators

- Condition ratings of natural area reserves
- Local Biodiversity Strategy – actions implemented
- Urban Forest Strategy – actions implemented
- Natural Areas Management Plan – actions implemented
- Water Plan – actions implemented
- Revegetation program survival rates
- Community participation rates and feedback from community programs
- Community feedback surveys and tracking of complaints and compliments received
- Water usage and efficiency
- Kwinana Air Quality Index

Corresponding CATALYSE Survey Categories

- Conservation and environmental management
- Water resource management

Priority Area 3

Liveability



Indicators

- Urban Planning and Development
 - Healthy Streets Matrix – tracking indicator streets over time.
 - Census data – housing types, where people live, work, retail (floor space growth), types of businesses, culture and background.
 - Liveability Index.
 - Urban Forest Strategy – canopy mapping and heat mapping
- Health and safety
 - Your Move – tracking participation in active transport to schools
 - Public Health statistics from Department of Health
 - Early childhood development statistics
 - Crime statistics
- Community
 - Community Grants participation – e.g., street meets, other grants
 - Community and sporting club participation
 - Survey results from event participants to assist with identifying improvements.
 - Tourism WA – overnight visitation statistics
 - Smart City technology –how long people spend in a space

Corresponding CATALYSE Survey Categories

- Place to live
- Streetscapes, trees and verges
- Public health management
- I have opportunities to live in a sustainable way
- Overall, I feel the environment is clean and green
- Access to housing that meets your needs
- Access to goods and services locally
- Footpaths, trails and cycleways– Playgrounds, parks and reserves

Priority Area 4

Engagement & Social Inclusion



Indicators

- Engagement rates, Love my Kwinana, Facebook sentiment
- Disability Access and Inclusion Plan implementation plan reporting data
- Reconciliation Australia reporting data
- Social Strategy Service Delivery Plans actions implemented

Corresponding CATALYSE Survey Categories

- Efforts to promote and adopt sustainable practices to manage climate change

Priority Area 5

Waste & Resource Recovery



Indicators

- Waste Plan – actions implemented
- Waste Education Plan – actions implemented
- Litter and Illegal Dumping Plan – actions implemented
- Bin contamination data
- Compositional audit data
- Waste collection and recovery tonnages
- Customer satisfaction rating and feedback on waste service

Corresponding CATALYSE Survey Categories

- General waste and recycling services
- Verge side bulk waste collections

Priority Area 6

Responsible Investment & Procurement



Indicators

- Proportion of procurements that demonstrate sustainability outcomes
- Proportion of procurements engaging local suppliers/Aboriginal businesses/Disability Enterprises

Priority Area 7

Innovation



Indicators

- Ideas submitted, assessed and recommended by Innovation Working Group
- Internal innovation acknowledgements and implementations





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