

Re-engineering Local Government – An Integrated Management Approach

**Kate McKeand, Director-Sustainability Strategy (former);
Helen Scott, Manager-Integrated Sustainability Services**
ICLEI – Oceania

ABSTRACT

Sustainability and local government are terms that are more and more often being heard together. Over the last decade, local government has transformed from mainly being about “roads, rates and rubbish” to being stewards of community assets. These assets are not only physical, but also include social, cultural, economic and environmental assets. Local governments are re-engineering the way they operate to more holistically manage their business, and that’s what a true focus on sustainability lets you do.

In this paper, ICLEI Oceania outlines its key learnings from working with councils on sustainability over the last decade, particularly through the Triple Bottom Line Capacity Building Program and the Sustainability Reporting Alliance. This paper also describes the key barriers to and enablers of sustainability integration, ICLEI Oceania’s *Sustainability Integration Pathway* approach, and how a systematic approach to sustainability integration is successfully being implemented with local governments across Australia.

ICLEI Oceania has identified eleven key steps to integrating sustainability in local government, referred to as its “Sustainability Integration Pathway”, under the broad management cycle headings of Review & Improve, Plan, Implement, Measure and Report. More specifically, these steps involve:

1. Establishing a business case and position on the sustainability integration pathway
2. Political commitment and leadership
3. Policy development and adoption
4. Strategic and corporate planning
5. Mainstreaming sustainability into business processes and systems
6. Stakeholder engagement and leveraging
7. Communication, education and training
8. Data and information management
9. Performance measurement
10. Sustainability reporting
11. Continuous improvement

1. INTRODUCTION

Sustainability and local government are terms that are more often being heard together. Over the last decade, local government has transformed from being about “roads, rates and rubbish” to being stewards of community assets. These assets are not only physical, they are social, cultural, economic and environmental assets.

To achieve sustainability outcomes for their communities (refer below for interpretations of this concept), local governments need to embed sustainability principles into their planning, reporting and decision-making processes, rather than delivering ‘ad-hoc’ sustainability projects. Drawing on ICLEI Oceania’s experience of delivering sustainability capacity-building programs to local governments, this paper reviews the approach undertaken by local governments that participated in ICLEI Oceania programs to embed sustainability into these core processes.

2. SUSTAINABILITY AND LOCAL GOVERNMENT

Sustainability, and its related term sustainable development, means different things to different organisations. The most well-known definition is from the World Commission on Environment and Development: *Sustainable Development* is development that “meets the needs of the present without compromising the ability of future generations to meet their own needs. ... (it) is not a fixed state of harmony, but rather a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional change are made consistent with future as well as present needs (WCED, 1987, p. 24-25).”

Organisations have begun to define the term more specifically for their own situations. Parramatta City Council (NSW) defines sustainability for themselves as “leaving the world better than you found it” (Parramatta City Council, 2006, p. 11) stating sustainability is “thinking about forever” (Parramatta City Council, 2006, p. 11). Dunedin City Council in New Zealand defines sustainability as: “... a holistic concept that integrates or embraces the social, economic and environmental aspects of our lives. It's more of a long-term direction or journey than a destination (Dunedin City Council, 2008)”

Outside the realm of local government, Goulburn Valley Water (Victoria) defines it as “sustaining the health and integrity of systems – human (social, economic, political) and natural - to provide the services and resources required to meet the needs of current and future generations (Goulburn Valley Water, 2006, p. 5).”

All these definitions have a key aspect in common – a holistic, integrated focus on long-term, environmental, social and economic goals. As stewards of their community assets, local governments in particular are concerned with how they can best achieve these goals, in a manner that is participatory, accountable and transparent.

There are many external drivers encouraging local governments to consider sustainability, and to integrate it into their core business operations. Nearly two decades ago, the Rio ‘Earth Summit’ in 1992 introduced Local Agenda 21, which gave local governments a direct role to play in sustainable development. Soon after came the growing awareness of global warming, and the role local governments could play in combating it. More recently, impending carbon emissions regulations have forced local governments to look at their emissions, and to consider sustainability more broadly.

Over this time there was also a “social climate change”; people began to demand a greater voice in decisions, and greater transparency and accountability for community and natural assets. Added to this the requirement in most states for local governments to consider the principles of ecologically sustainable development, and local governments were more and more interested and engaged with sustainability and sustainable development.

Not all the pressure was external however. Local governments could also see the organisational benefits that would accrue from integrating sustainability. Amongst these were the holistic view of operations and impacts that a sustainability approach allows, the ability to attract and retain high calibre employees, the opportunity to increase efficiency, and reduce risk, as well as the opportunity to demonstrate leadership.

ICLEI Oceania is the Oceania secretariat for the international organisation ICLEI-Local Governments for Sustainability, founded in 1990. ICLEI-Local Governments for Sustainability is an international association of local governments, national and regional government organisations, with over 1100 members. It supports local government to implement sustainable development at the local level. ICLEI Oceania has worked with local governments for many years on issue-based sustainability programs, including Cities for Climate Protection Campaign (CCP Campaign) (focusing on reducing greenhouse emissions) and The Water Campaign™ (focusing on water use and water quality issues).

In 2005, ICLEI Oceania introduced two programs that took a broader, more holistic approach to sustainability management. They were concerned with sustainability integration. This ICLEI Oceania defined as the extent to which an organisation incorporates sustainable development into the systems and processes of everyday business functions; including strategic planning, reporting, policy design and evaluation, risk and operational management, information and knowledge sharing, employee performance, purchasing, etc.

The two programs were ICLEI Oceania's Triple Bottom Line Capacity Building Program (TBL Program) and the Australia and New Zealand Reporting Alliance (ANZ Reporting Alliance). The TBL Program (ICLEI Oceania, 2009a), guided councils through a series of modules to assist integrate sustainability into planning, decision-making and reporting processes. The ANZ Reporting Alliance (ICLEI Oceania, 2009a), used sustainability reporting, in particular the Global Reporting Initiative (GRI) (GRI, 2006), as a tool to integrate sustainability.

In addition, over this period ICLEI Oceania undertook a range of sustainability integration projects with local government. Through these programs and projects, ICLEI Oceania identified key enablers and barriers to integrating sustainability into the ways that they operate. This was done through workshops, through targeted discussions with participants, and through observation of the issues that arose, and how they were addressed.

Key enabling factors included:

- Senior management support, with CEO or General Manager support was extremely important to cut-across departmental silos. A cohesive senior management working group was also evident as an enabling factor.
- Mayoral and councillor support was also beneficial. As most "integration" activities are of a more internal nature, this was less important than internal management and CEO or General Manager support.
- Cross-organisational working group to ensure integration was not "relegated" to the environment department. This enabled a broader, organisational understanding of sustainability, and gave access to departments otherwise not engaged in sustainability.
- An enabling organisational culture, where staff and councillors were open to change and to try innovative approaches.
- A dedicated sustainability professional who was only one "level" removed from the CEO or General Manager also enabled authority to be given to any integration program.
- A clear, well understood definition of sustainability relevant to their circumstances. This was essential to ensure that economic, social and environmental considerations were considered equally.

Key barriers included:

- Competing priorities for management and staff time. The programs were delivered over one to two years, and it was found that other priorities sometimes took precedence.
- Ineffective management systems and poor data systems led to frustration and an unnecessary amount of resources having to be invested in sustainability integration initiatives. This then led to the initiative being halted, rather than the management or data systems being updated as that was perceived as "too hard".
- Lack of internal staff capacity, including both time and skills, to effectively deal with and lead the integration initiatives.
- Lack of funding, which directly impacted on the previous point. Local governments perceived the need to "buy-in" expertise, but required external funding to be able to do this. Alternatively, they would undertake isolated initiatives, often leading to a loss of momentum.
- Weak and confusing communication around the importance of sustainability, and what it means to local government was another key barrier.

3. SUSTAINABILITY INTEGRATION PATHWAY

Through its work over the last decade, and considering key enablers and barriers, ICLEI Oceania identified eleven key steps to integrating sustainability in local government. The steps

build on the business process improvement cycle – plan-do-check-act (PDCA), also known as the Deming Cycle. ICLEI Oceania refers to its eleven steps to sustainability integration as its “Sustainability Integration Pathway”, under the broad management cycle headings of *Review & Improve, Plan, Implement, Measure, Report, Review & improve*.

Figure 1: Sustainability Integration Pathway

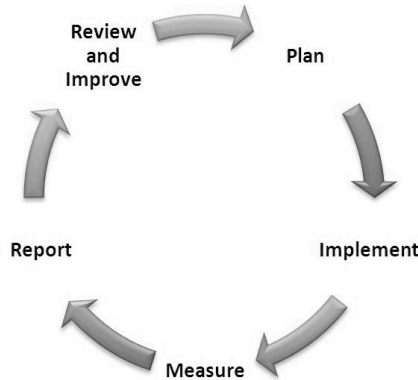


Table 1: Sustainability Integration Pathway Steps

REVIEW AND IMPROVE	1. Establishing a business case and position on the sustainability integration pathway
PLAN	1. Political commitment and leadership from senior management and elected representatives 2. Policy development and adoption 3. Strategic and corporate planning to establish a sound framework
IMPLEMENT	1. Mainstreaming sustainability into business processes and systems 2. Stakeholder engagement and leveraging 3. Communication, education and training
MEASURE	1. Performance measurement 2. Data and information management
REPORT	1. Sustainability reporting
REVIEW AND IMPROVE	1. Continuous improvement.

The Sustainability Integration Pathway steps are discussed in more detail below.

3.1 REVIEW AND IMPROVE: Establishing a Business Case and Position on the Sustainability Integration Pathway

The first step on the sustainability integration pathway is establishing a business case for action; this means a local government needs to know where they are in their sustainability integration journey. The TBL Program focused on local government’s corporate planning documents, as well as the perceptions of staff recorded through an interview process. There was also an element of self-assessment. ICLEI Oceania found that local governments appreciated this assessment as a starting point, providing them with direction for where to focus their efforts.

To enable local governments to determine their “starting point”, ICLEI Oceania produced a *Sustainability Integration Self-Assessment Tool (SISAT)* (ICLEI Oceania, 2009b) for local governments to help them identify their strengths and weaknesses in relation to sustainability integration across the eleven step areas.

Users of the tool have noted that it appropriately identified areas of potential focus for them to prioritise their sustainability integration efforts, and that it accurately represented their progress towards integrating sustainability. A visual representation of their position also helps to build the business case for action to integrate sustainability.

Case Example 1: Sustainability Integration Self-Assessment Tool (SISAT) Results

Upon receiving their SISAT results, councils stated that the findings highlighted and emphasised the need for continuous work in mainstreaming sustainability. Furthermore, the results clearly identified areas of potential focus for council to prioritise sustainability integration efforts. (ICLEI Oceania, 2009b)

3.2. PLAN: Political Commitment and Leadership

ICLEI Oceania discovered, initially through its greenhouse mitigation program the CCP Campaign, that political commitment and leadership were essential steps to integrate sustainability. Local governments need to publicly commit to sustainability principles for the organisation, and to adopt an agreed definition of sustainability for their municipality. This often means passing a council resolution and publishing their sustainability commitment. A tailored definition of sustainability for the organisation that captures what it means to them is preferable.

Case Example 2: Sustainability Principles in Action

Penrith City Council in NSW, a participant in ICLEI Oceania's CCP, Water Campaign, TBL Program and Reporting Alliance, adopted its "Sustainable Penrith Action Plan" in December 2003. It defines sustainability for Penrith, and outlines the UNEP Principles for Sustainable Cities as its guiding principles. The council resolution adopting the document has given strength to the implementation of projects and programs over the ensuing years. (Penrith City Council, 2003)

Internal obstacles need to be addressed at this early stage. CEO leadership and support for the council-adopted sustainability definition and principles needs to be demonstrated. This is not only in the language and engagement of the CEO, but also in putting in place organisational structures that help remove some of the barriers to sustainability integration.

Organisational structures include appointing a senior manager, reporting directly to the CEO with responsibility for integrating sustainability at council. Establishing a cross-organisational working group with senior management membership, which reports to either the CEO or council demonstrates the importance of the issue. The TBL program found that those local governments that put this reporting structure in place, and had the clear support of the CEO gained much more from the program.

Case Example 3: CEO a Champion for Sustainability

The CEO of Norwood, Payneham and St Peters made a very strong commitment to integrating sustainability. As part of the TBL Program, the responsible project officer reported directly to him, and he championed any actions at Council level. Additionally, he ensured he opened workshops that were conducted as part of the TBL Program, and was a vocal champion of the integration process. This proved a strong incentive for staff and managers to actively engage with the process.

3.3 PLAN: Policy Development and Adoption

Local governments need to not only have a single "sustainability policy", but to also have sustainability principles incorporated into policies and adopted, that is in line with the organisation's vision and goals. Embedding sustainability into the policy cycle is part of the robust process local government needs to take to ensure sustainable outcomes.

Case Example 4: Sustainability Policy

North Sydney Council, a participant in the TBL Program, has recently established a sustainability policy. It incorporates key principles such as 'the precautionary principle', 'equity between and within generations', 'preservation of biological diversity' and 'community participation and engagement'. It then elaborates on how these guiding principles will be built into the planning, reporting and decision-making processes at council. (North Sydney Council, 2009)

3.4 PLAN: Strategic and Corporate Planning

A critical element to ensure that sustainability is effectively embedded into the organisation is integrating it into the organisation's strategic and corporate planning systems, and from these flowing into the organisation's strategies and policies. Most local governments that took part in the TBL Program already had, or developed this cascading system as part of the Program. This required an understanding of the organisational drivers and challenges with regard to sustainability, the development of a clear sustainability vision and mission, with aligned measurable sustainability objectives and targets.

For local government, the sustainability vision need not be separate from the organisation's and municipality's overall vision. An overarching vision can effectively incorporate sustainability, and can make implementation clearer. The TBL Program found that the sustainability vision for the municipality was best developed in consultation with the community. Some local governments preferred a descriptive paragraph, covering TBL considerations for sustainability. Other councils turned the vision into a "catch-phrase" so that it could be easily communicated to the wider community.

Case Example 5: Future Vision

The Sustainable Sydney 2030 Vision is for a "Green, Global, and Connected City".

"GREEN with a minimal environmental impact, green with trees, parks, gardens and linked open spaces, green by example and green by reputation.

GLOBAL in economic orientation, global in links and knowledge exchange, global and open-minded in outlook and attitude.

CONNECTED physically by walking, cycling and high quality public transport, connected 'virtually' by world-class telecommunications, connected to communities through a sense of belonging and social well being, and connected to other spheres of government and to those with an interest in the City."

(City of Sydney, 2008a)

A commitment to incorporate sustainability outcomes, objectives and targets into existing strategic/corporate plans over a defined period of time, such as when each document is reviewed, ensures that all business units and divisions adopt and integrate the agreed sustainability elements. At an operational level, this involves clarification and articulation of sustainability priorities, establishment of actions, allocation of resources and, where relevant, key performance indicators. At this stage to ensure effective implementation, it is also important to make budgetary provisions accordingly.

Case Example 6: Redesigning Corporate Planning

ICLEI Oceania worked with the City of Norwood Payneham and St Peters as part of the TBL Program to develop their *City Plan 2030* following a Quadruple Bottom Line Approach – that is economic, environmental, social and cultural considerations. Their high level outcomes were: "Social Equity – A connected, accessible and pedestrian friendly community; Cultural Vitality – A culturally rich and diverse City, with a strong identity, history and 'sense of place'; Economic Prosperity – A dynamic thriving centre for business and services and Environmental Sustainability – A leader in environmental sustainability". To achieve these outcomes, a set of aligned objectives, strategies and indicators were developed. (City of Norwood, Payneham and St Peters, 2008)

3.5 IMPLEMENT: Mainstreaming Sustainability into Local Government Operations

Mainstreaming sustainability into operations involves addressing both the people and the systems side of operations. Forming an internal, cross-functional working group, preferably reporting to the CEO or General Manager, is an effective way to drive sustainability integration.

To progress mainstreaming in systems, sustainability considerations need to be integrated into major business decision-making processes, such as risk management, human resources, project development, capital works, asset planning, procurement, supply chain management, and land use planning, and into routine business procedures such as environmental management systems, community services, induction, education and training.

The TBL Program worked with local governments to develop tools, templates, processes and procedures required to progress the sustainability integration in a cohesive way. These tools need to be linked to existing regulatory compliance monitoring and reporting requirements and not additional systems. The Program found that for many, these operational tools were something they could relate to, and be part of their everyday consideration of sustainability.

Case Example 7: Sustainability through Procurement

Baw Baw Shire in Victoria recently drew on their work as part of the TBL Program, as well as the Municipal Association of Victoria Guidelines for Procurement, to develop a new, sustainable procurement policy. It provides guidance to staff to give preference to environmental products and preference to locally produced goods and services. (Baw Baw Shire, 2009).

Case Example 8: Council Decision-Making

As part of the TBL Program, Norwood Payneham and St Peters developed a Council Report Template which includes the requirement to consider sustainability impacts of any council decision across their QBL framework. City of Ryde has a very simple sustainability assessment document to assist with the evaluation of the sustainability impacts of projects. (Norwood, Payneham & St Peters, 2009)

Case Example 9: People Make the Difference

Penrith City Council investigated how their sustainability principles can be integrated into their position descriptions and performance reviews, with senior managers assessed on how well they are addressing key principles.

3.6 IMPLEMENT: Stakeholder engagement and leveraging

Stakeholders such as community groups, local businesses and employees, need to be engaged and involved, it is one of the core tenets of sustainability and local government.

Good stakeholder engagement improves decision-making for local governments, provides two-way communication, education and influence on complex issues, shares accountability and can assist identify opportunities and mitigate risks. Importantly, if done well, it can help build trust in the community. The Reporting Alliance discovered some local governments' processes were more focused on information sharing rather than true engagement. However, there was a great desire in local governments to improve their stakeholder engagement practices.

Case Example 10: Stakeholder Engagement for a Sustainable Future

As part of its engagement for its long term strategic plan, *Sustainable Sydney 2030*, the City of Sydney implemented a fun and interactive engagement tool - the 'Future Phone' that gave Sydney-siders the opportunity to leave a 90 second message that describes the kind of City they want Sydney to be in 2030. Most messages focused on sustainability, integrated public transport and creating more cycle lanes, and helped people to engage in a fun way with an otherwise serious, and important project.

(City of Sydney, 2008b)

Developing partnerships and collaboration with sustainability leaders across all sectors, including supporting community-based leaders and encouraging sustainability champions can leverage value for sustainability integration.

Case Example 11: Leveraging Sustainability Leaders

City of Melbourne, ICLEI Oceania's host city and a long-time participant in ICLEI Oceania's programs, has strong relationships with many sustainability leaders including media personality Rob Gell, who frequently facilitates and hosts events at City of Melbourne. This relationship further encourages community involvement and raises the profile of sustainability activities in the City. (City of Melbourne, 2009)

3.7 IMPLEMENT: Communication, Education and Training

In order to engage all stakeholders in sustainability integration, communication, education and training needs to occur in a comprehensive and consistent way. Sustainability principles need to be built into all internal and external communication planning, and open and transparent communication with stakeholder groups is required. ICLEI Oceania discovered that local governments used some very innovative approaches to communicate both internally and with their communities.

Case Example 12: Community Communications

City of Port Phillip developed its “Community Pulse Indicators”, and communicated progress against them in innovative ways. This included their “smiles per kilometre” measure, which was displayed on street signs throughout the main shopping and entertainment precincts. (ICLEI Oceania, 2007)

Importantly, building awareness and understanding of sustainability among councillors, executives and employees ensures “buy-in” to sustainability initiatives. This education and training can be delivered through modes such as workshops, information sessions and newsletters, and should be an integral part of local government’s induction process. All ICLEI Oceania programs involved workshop training with both staff and councillors, as well as distribution of learning aids such as Module handbooks and worksheets. Additionally, programs distributed regular communications and case studies to further assist efforts by councils.

For some local governments, training was able to move beyond sustainability awareness to a focus on skill development. Staff and other stakeholders need to be trained on the use of any sustainability tools, templates, processes and procedures, and how sustainability can be practically built into their roles.

Case Example 13: Sustainability Assessment Tool

North Sydney Council developed a Project Sustainability Assessment Tool, and ICLEI Oceania conducted a series of introductory training sessions with staff across all departments, and at all levels. This training will then form part of the induction process for new staff, and materials exist for staff to “train other staff” in a variation of the ‘train-the-trainer’ approach. (North Sydney Council, 2008)

3.8 MEASURE: Performance Measurement

To ensure that success and learning opportunities are maximised, it is important to transparently measure performance. Performance measurement extends from the individual operational level through to the organisational strategic level.

To start, the most relevant and material sustainability impacts should be documented, to ensure that the organisation is monitoring and measuring what matters. Ideally, this should be captured already within council’s strategic goals and objectives. Part of the approach for achieving this is to have a cohesive set of cascading indicators from strategic, outcome focused indicators through to more operational, performance level indicators, in line with strategic objectives and targets. ICLEI Oceania discovered that many local governments have an intricate system of operational Key Performance Indicators (KPIs), based predominantly on outputs. However, many required more work to establish high-level, strategic, outcome focused measures that were directly related to their municipalities’ goals.

Case Example 14: Indicators of Change

Penrith City Council developed a suite of performance indicators as part of the Reporting Alliance. They drew on the Global Reporting Initiative indicators, but also developed specific Penrith City Indicators. These were directly aligned with their high level sustainability objectives, which in turn were associated with their adopted Sustainability principles. (Penrith City Council, 2006)

3.9 MEASURE: Data and Information Management

Sustainability needs to be integrated into existing data collection and management systems, rather than establishing new systems, to avoid 'reinventing the wheel'. The information behind each indicator needs to be robust. This includes the source of the data, frequency of collection, analysis approach and technique, assumptions and limitations of the data, and who is responsible for collecting, analysing and storing the data.

ICLEI Oceania's Sustainability Integration Self-Assessment Tool (SISAT) pilot identified that this was one of the most challenging areas for all local governments. Many councils had implemented specialist computer program systems that included data tracking for indicators, however, all program participants nominated that this was an area requiring further work.

3.10 REPORT: Sustainability reporting

Sustainability reporting can be integrated into local government's existing reporting processes. Some of the participants in the Reporting Alliance transformed their annual reports into more comprehensive sustainability reports as well as reporting regularly in other ways such as through council updates, newsletters.

Simple, practical and balanced reporting, where there is transparency about failures, is most effective at communicating sustainability progress, and ensures public accountability. This can be delivered through implementing a sound framework for reporting on sustainability performance, such as the Global Reporting Initiative (GRI) (GRI, 2006).

Internal and external assurance and verification processes for reporting were still found to be quite low amongst local governments, but should be considered as part of continual improvement of sustainability performance reporting.

Case Example 15: Reporting Progress

City of Stirling in WA produced their first Sustainability Annual Report in 2008. Their second, in 2009, builds on their learnings and increases their sustainability disclosure. Stirling are finding that the process of producing and improving the report every year helps them to engage councillors, staff and the local community in Stirling's sustainability journey. (*City of Stirling, 2009*)

3.11 REVIEW AND IMPROVE: Continuous Improvement

Continuous improvement is necessary to keep sustainability integration effective and alive. Encouraging and being open to internal and external innovation and creativity in integrating sustainability actions and processes can keep stakeholders engaged and drive continuous improvement.

Perhaps most importantly, success and effort should be rewarded and celebrated! ICLEI Oceania's programs ensured they built in trophies, certificates and recognition events. These events, attended by mayors, councillors and CEO's, helped to reinforce the work the staff at council were undertaking, and provided a positive feedback loop.

4. CONCLUSIONS

Local governments around Australia are taking on the challenge of integrating sustainability into the way that they operate. ICLEI Oceania's systematic "Sustainability Integration Pathway" approach has been developed as a result of the work undertaken in previous programs. To integrate sustainability effectively, local government should aim to:

- Establish a business case and their position on the sustainability integration pathway;
- Gain political commitment and leadership;
- Develop and adopt sustainability policies and frameworks;
- Embed sustainability in strategic and corporate planning;
- Mainstream sustainability into business processes and systems;

- Seek to engage and leverage stakeholders;
- Communicate with, educate and train staff, councillors and the community;
- Ensure data and information management systems are effective;
- Introduce robust performance measurement aligned with sustainability objectives;
- Incorporate sustainability reporting principles into regular reporting requirements; and
- Aim for continuous improvement

5. REFERENCES

- Australia, Parliament 2007, *Sustainability for survival: creating a climate for Change. Inquiry into a sustainability charter*, House of Representatives, Standing Committee on Environment and Heritage, <http://www.aph.gov.au/House/committee/envIRON/charter/report/fullreport.pdf>, viewed 28 October 2009.
- Baw Baw Shire, 2009, *Baw Baw Shire Sustainable Procurement Policy (unpublished)*
- City of Melbourne, 2009, *Melbourne Awards Bulletin July 09*, www.melbourne.vic.gov.au/rsrc/PDFs/AwardsGrants/Melbourne_Awards_Bulletin_Jul09.doc, viewed on 30 September 2009
- City of Norwood Payneham and St Peters, 2008, *City Plan 2030 Shaping Our Future*, <http://www.npsp.sa.gov.au>, viewed on 4 October 2009.
- City of Norwood, Payneham and St Peters, 2009, *Council Report Template* (internal council document)
- City of Stirling, 2009, *Tracking Sustainability Progress*, <http://www.stirling.wa.gov.au/home/community/Sustainability/Tracking+Sustainability+Progress.htm>, viewed on 4 October 2009
- City of Sydney, 2008a, *Vision 2030*, <http://cityofsydney.nsw.gov.au/2030/thevision/Default.asp>, viewed on 4 October 2009.
- City of Sydney, 2008b, *Sustainable Sydney 2030 consultation program*, <http://www.sydneymedia.com.au/html/3397-who-ya-gonna-call-the-future.asp>, viewed on 30 September 2009.
- Dunedin City Council, 2008, *What does sustainable mean*, <http://www.dunedin.govt.nz/services/sustainable-living/sustainable-definition>, viewed 5 September 2009.
- Global Reporting Initiative, 2006, *Sustainability Reporting Guidelines, version 3.0*, <http://www.globalreporting.org/ReportingFramework/ReportingFrameworkOverview>, viewed 6 October 2009.
- Goulburn Valley Water, 2006, *Sustainability Improvement Plan*, <http://www.gvwater.vic.gov.au/Publications/SustainabilityActionPlan.pdf>, viewed 5 September 2009.
- ICLEI Oceania, 2007, "City of Port Phillip Community Indicators" in ISS Newsletter, November 2007.
- ICLEI Oceania, 2009a, *Integrated Sustainability Services: Past Programs*, <http://www.iclei.org/index.php?id=10546>
- ICLEI Oceania, 2009b, *Integrated Sustainability Services: About the Sustainability Integration Self-Assessment Tool*, <http://www.iclei.org/index.php?id=10449>
- North Sydney Council, 2009, *Sustainability Policy*, www.northsydney.nsw.gov.au, viewed on 4 October 2009.
- Parramatta City Council, 2006, *Parramatta Twenty25, Part 1: The Strategic Plan*, http://www.parracity.nsw.gov.au/_data/assets/pdf_file/0004/9877/StrategicPlan2025_part1.pdf, viewed 5 September 2009
- Penrith City Council, 2003, *Sustainable Penrith Action Plan*.
- Penrith City Council, 2006, *Sustainable Penrith Indicators*, <http://www.penrithcity.nsw.gov.au/sustainability/default.asp>, viewed on 5 September 2009.
- World Commission on Environment and Development (WCED) 1987, *Our Common Future*, <http://www.worldinbalance.net/pdf/1987-brundtland.pdf>, viewed 5 September 2009.

BIOGRAPHIES

Kate McKeand, Director-Sustainability Strategy (former), ICLEI-Local Governments for Sustainability-Oceania

Kate joined ICLEI in 2006 as Executive Manager, Sustainability Services and more recently held the role of Director, Sustainability Strategy.

Kate is an environment and sustainability manager with experience in the not-for-profit, government, consulting and private sectors. At ICLEI - Local Governments for Sustainability, she helped local councils integrate sustainability into corporate planning, decision-making, reporting and communication.

Kate holds a Bachelor of Engineering, Bachelor of Arts, Master of Engineering (Cleaner Production) and is currently studying for a Master of Business Administration. Her previous work experience includes managing the Environment Program at the 2006 Melbourne Commonwealth Games, developing energy efficiency solutions for industry at the then Sustainable Energy Authority (now Sustainability Victoria) and as an environmental consultant.

Professionally, the main focus for Kate is to improve sustainability outcomes by integrating sustainability considerations into business operations, driven through corporate strategy and communications.

Helen Scott, Manager, Sustainability Services, ICLEI-Local Governments for Sustainability-Oceania.

Helen Scott is the Manager of Sustainability Services, ICLEI Oceania. Incorporating her diverse background in business, not-for-profit and education, Helen works directly with local governments around Australia to develop robust processes to integrate sustainability into their planning, operations and decision-making processes.

Prior to joining ICLEI Oceania in early 2007, Helen Scott was Corporate Program Manager with Global Sustainability at RMIT University, where she worked with corporate clients on a range of sustainability projects including organisational sustainability gap assessment for business, mentoring and training, project managing sustainability reporting for clients and sustainability research.

Combining her passion for sustainability and expertise in marketing and communications, Helen Scott co-authored, 'Carbon Offset Providers in Australia 2007', a comprehensive report, which provides Australian organisations wishing to offset their emissions with comparative information regarding offsetting services available. In addition, Helen was a member of Oxfam Australia's Advisory Group in the development of their Climate Change Policy.

As the Manager of Sustainability Services, Helen combines a range of interactive and facilitated approaches with her specialist knowledge, strategic advice and technical skill to ensure local government are equipped with well-developed knowledge and understanding to incorporate sustainability and triple bottom line principles into everyday operations.