



Sustainability Frameworks

A Review and Comparative Analysis

1.0 Acknowledgements

This report is a summary of research conducted at the City of Perth in May 2018 and has been put together by WALGA, with permission from the City.

WALGA would like to thank the City of Perth for sharing this research for the benefit of other Local Governments.

**The City of Perth and WALGA do not endorse any particular sustainability framework. This report has been compiled to share information in the hope that it will assist Local Governments in directing their own approaches dependent on their context-specific needs.*

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2.0 Introduction

Sustainability has become increasingly more widely acknowledged since its formal introduction in the Brundtland Report in 1987. It brought together economic, environmental and social elements for the first time, calling for an acknowledgement that the earth could not sustain life with the current belief that our resources were infinite.

For Local Government, sustainability is an important function of their organisation and responsibility to their wider community. Both rural and urban areas pose significant challenges in terms of management and planning for a changing climate, increased populations and depleting resources. However, the opportunities are vast, with innovative and aspirational examples from some of the world's leading Cities shaping urban sustainability.

In approaching sustainability, Local Governments need to align their work against clear and robust frameworks. There are several sustainability frameworks that allow for this, with added benefits of benchmarking and mainstreaming sustainability across organisations. Within this summary document, five frameworks, One Planet Living, Sustainable Development Goals, The Natural Step, Green Star Communities and Transition Dynamics have been briefly reviewed and a comparative analysis undertaken against a set of key criteria to assess their suitability for adoption by Local Government.

3.0 Framework Review

3.1 One Planet Living

The One Planet Living framework is a leadership program developed by Bioregional, an international organisation who champion the framework, stemming from their experience of working with eco-villages in the UK. The framework takes a holistic approach to planning and strategic implementation through ten guiding principles of sustainability, assisting Local Governments in examining challenges, developing appropriate targets and provides a user friendly communication tool.

There are currently numerous Local Government organisations using the framework. Most notably, The City of Fremantle who has achieved One Planet Council recognition on both a national and international scale. Greater Geelong also uses the platform in a formal nature and has also been recognised as a One Planet Council. In the past City of Subiaco and City of Yarra have also used the framework in an informal nature. Most other local government examples are UK based.

The Framework can be engaged with in both an informal nature, or formally, which attracts an annual membership (varying cost depending on the size of Local Government) plus additional accreditation fees if that is something a Local Government finds of value. Accreditation fees start in Year 1 at \$9500, reducing to roughly \$8500 from Year 2. Accreditation allows a Local Government to be formally recognised on the bioregional platform and market this through their own brand.

The process of embedding the One Planet Living Framework consists of four stages involving significant external stakeholder engagement. The process is comprehensive, comprising the following stages:

- Evaluation
- Visioning what the organisation would look like as a One Planet City
- Planning and implementation through development of an action plan
- Ongoing monitoring and reporting.

Some of the more significant benefits of the framework include its bright, user-friendly interface which facilitates its use by Local Government to communicate its sustainability vision and activities both internally and externally to their communities and other



stakeholders. These branding tools allow for the platform to become genuinely embedded within a Local Governments brand, solidifying sustainability as an integral part of its identity.

The framework can also be used by a variety of stakeholders, exemplified through the [LandCorp White Gum Valley \(WGV\) development](#) in partnership with the City of Fremantle. In the WGV development the One Planet framework was used to drive the project in creating a community with a range of sustainable housing types, living options and green space in an existing suburban area.

Highlights of the One Planet action plan for the project were:

- Free sustainable upgrade packages for single lots to ensure zero carbon buildings, provision of a rainwater tank and a mature deciduous tree for shading.
- Private public partnership funding for battery storage of solar-generated electricity being progressed for 50% of all dwellings
- Multi-residential car parking to average less than one space per unit (very low in car-dependant Perth)
- Tree canopy returned to 30% of site and 30% of trees in the public domain to have edible fruits
- Resident engagement programme driven by the Low Carbon Living CRC programme and City of Fremantle

Other benefits of using the One Planet framework include:

- Ability to deeply embed the framework within existing organisational strategies due to both quantitative and qualitative data utilised in KPI's within the action plan. This assists with obtaining buy-in at executive level and allowing for a more seamless integration of the framework into existing workflows.
- Support, advice and accreditation opportunities if used in a formal nature from Bioregional

Successful implementation and embedding of the One Planet Living framework is resource intensive, which can be challenging in a resource constrained environment. It also requires strong and sustained leadership from senior management to ensure the framework is successfully driven and managed within the organisation. In addition to this, the advice that Bioregional offers is largely based on international examples, and not necessarily relevant to the Western Australian context.

For further information on the One Planet Framework visit [Bioregional](#), or see how the [City of Fremantle](#) are currently implementing this framework within their Organisation.

3.2 The Natural Step

The Natural Step (TNS) is a science-based framework, based around a robust definition of sustainability through four principles which then feeds into a well-developed planning methodology that encourages consensus-building and systems thinking.

The underlying premise of the framework is a scientific, systemic and strategic approach to sustainability that simplifies a complex concept allowing for concise and focused action.

The TNS framework can be used informally, using open-source online resources to implement. The Natural Step international organisation also offers collaboration, education and facilitation services to assist with comprehensive adoption of the framework. There are 11 satellite offices worldwide, the closest to Australia being in New Zealand. Accessing this level of support in the use of the framework requires formal subscription to the TNS organisation attracting fees.

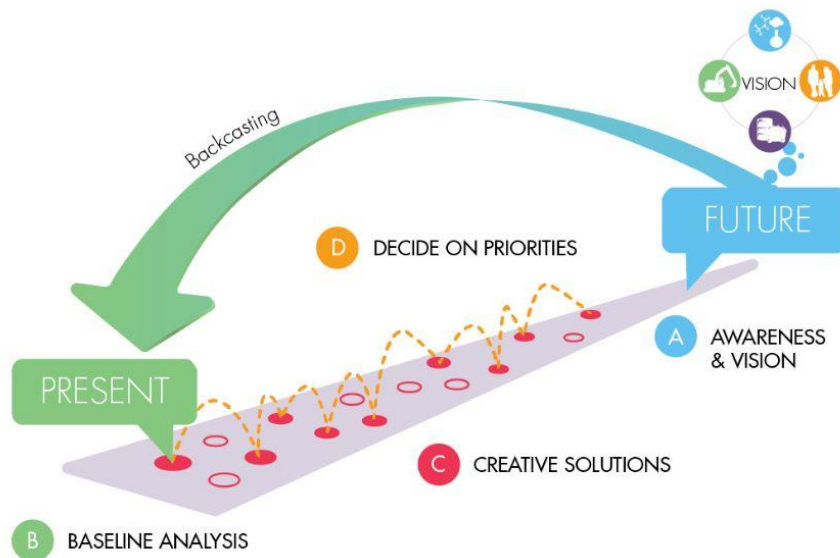
Currently the framework is used mainly in the business sector, most notably by corporations such as Nike, Starbucks and Ikea, however there are also a number of Local Governments engaging with the framework. The City of Portland is a global example of a leader in sustainability which has engaged with the framework to assist with formulating a road map for action. On a local scale, the City of Vincent is currently in the process of embedding the core principles across the City in an informal nature.

In a sustainable society, nature is not subject to systematically increasing...

-  ...concentrations of substances extracted from the Earth's crust,
-  ...concentrations of substances produced by society,
-  ...degradation by physical means,

and, in that society...

-  ...people are not subject to conditions that systematically undermine their capacity to meet their needs.



The process for adoption of the TNS framework consists of four stages, termed the A-B-C-D approach, using a feedback mechanism tool to set up and monitor the pathway towards sustainability. Beginning with developing the vision through adopting the core principles, progressing through to baseline mapping, developing an action plan with creative solutions to challenges and gaps, and then adopting a step by step implementation plan that identifies the low hanging fruit for quick wins, whilst longer term actions are mapped out.

One of the most significant benefits of this framework is its comprehensive and aspirational approach through a system-thinking model. Seeing an organisation as a system, intrinsically linked together and therefore not in isolated parts, which represents the true nature of sustainability.

The TNS framework is also flexible, which allows diverse Local Governments to tailor to their specific regions. In addition to this, being based around a common definition, instead of benchmarked across a set of principles, allows for deep integration of the framework across the organisation.

However, whilst the framework's flexibility and aspirational approach are a benefit, they can also present significant challenges for implementation. Full buy-in across the organisation would be required to embed the frameworks concept across an organisation, as well as significant resources in developing and implementing the framework. Support is also limited with all offices being internationally located.

To further information on The Natural Step, visit the organisations [website](#). The City of Vincent is also currently adopting the framework informally to drive its Environmental Sustainability Strategy, however it is yet to be published.

3.3 United Nations Sustainable Development Goals

The Sustainable Development Goals (SDG's) are a globally recognised goals-based framework developed by the United Nations. In 2015 193 countries, including the Federal Australian Government pledged to take action and report against the goals.



The SDGs provide clear guidelines and targets that seek to shift away from status-quo approaches, transitioning towards a truly sustainable future. Despite their global nature, the goals can be tailored to national and local regions.

The SDGs have been significantly adopted by a number of Local Government leaders of sustainability, including the City of New York, City of Melbourne, Sydney and Brisbane. Locally, the EMRC have used the goals to drive their [Regional Environment Strategy](#).

Implementing the platform consists of four stages of localisation, involving internal and external stakeholder engagement, setting the local SDG agenda, action plan development and ongoing monitoring and evaluation.

Significantly, the SDGs have been politically committed to on the global stage by the Australian Government, therefore alignment and adoption of the platform by Local Governments is of great benefit as all levels of government have a shared responsibility in working towards the goals and allows for an integrated line of sight. The WA state government are yet to formally commit to the goals.

Other benefits of the SDGs include:

- Potential for benchmarking and synergy opportunities with other Local Governments;
- Opportunity to engage both internal and external audiences using the globally recognised SDG brand; and the United Nations organisation who back the goals.
- The SDG's are an open-sourced framework, meaning all framework resources are available online at no cost.

Despite the many benefits, the SDG framework presents considerable challenges. Central to these is the magnitude of goals to report against and the significant resources required to adopt the framework in a Local Government capacity. Whilst it is a benefit of the framework being open-sourced online, the resource costs associated with localising the goals to the Local Government sector are projected to be significant.

In addition to this, no formal support through the United Nations on adopting the framework is available, however the organisation, as well as external partners, are continuously adding to the online resources available to Local Governments.

For more information on the Sustainable Development Goals, [click here](#).

For more information on how Local Governments can implement the UNSDG framework, [click here](#).

The City of Melbourne has developed a 'scorecard' mapping the goals against existing strategies and plans, which can be viewed [here](#).

Read the EMRC's full [Regional Environment Strategy](#), which incorporated the SDG's into their strategic planning.

3.4 Green Star Communities

The Green Star Communities is a national framework and rating tool developed by the Federal Government, centred around five core principles in which to achieve sustainability. The overarching objective of the framework is to achieve national consistency towards a best-practice sustainable communities based on a common definition. The framework was developed to foster the ability for multiple stakeholders to use, as well as having a Local Government focus.



The platform can be engaged with through membership and accreditation. Membership gives the ability to access the technical support from Green Star and discounts in accreditation fees. Currently membership costs \$2640 annually with accreditation fees varying, priced per project generally and beginning at \$35,000. Accreditation can be attained without membership to the Green Star platform.

There is currently very little uptake within the Local Government context of the Green Star Communities Framework. Parramatta City Council and Mount Barker Council currently use the framework. The City of Stirling has also recently engaged with the framework to guide its Scarborough Beach development on a purely project basis.

There are six stages of implementation to adopt the framework:

- Application of Principles, involving embedding each principle within each policy, plan or project. This application builds a broad sustainability lens into every facet of the organisation, ensuring triple bottom line driven outcomes can be achieved.
- Defining Community Boundaries, involves identifying boundaries and adopting a place-based approach in applying the principles. This means that for the principles to be effective, clear boundaries of influence need to be established and parameters set to focus and drive action.
- Adapt for Context, involving the adaptation of principles to ensure they are City-specific. Identifying potential issues, setting objectives and embedding within existing strategies, fostering complete framework integration.
- Adopt a Systems Approach, a critical step in the application of the framework. A systems approach requires that no principle is considered in isolation, and instead synergies and trade-offs are acknowledged.
- Existing Tools Application, which seeks to acknowledge the existing tools, plans and guidelines as they can assist with successfully applying the principles. This takes stock of the diversity of tools out there to help assess performance, acknowledging those tools that are already utilised, whilst also advocating for tools that strive for innovation.

- Application in a Transparent and Accountable way, is the best practice application of the five core principles that open and accountable communication. The review of this application should be done in consultation with relevant stakeholders and access to this information made public.

One of the major benefits of the Green Star Communities framework is its development by the federal government and its affiliation with the renowned and widely adopted Green Star family, who also provide the Green Star Buildings platform. This provides a certain degree of alignment with federal government sustainability initiatives.

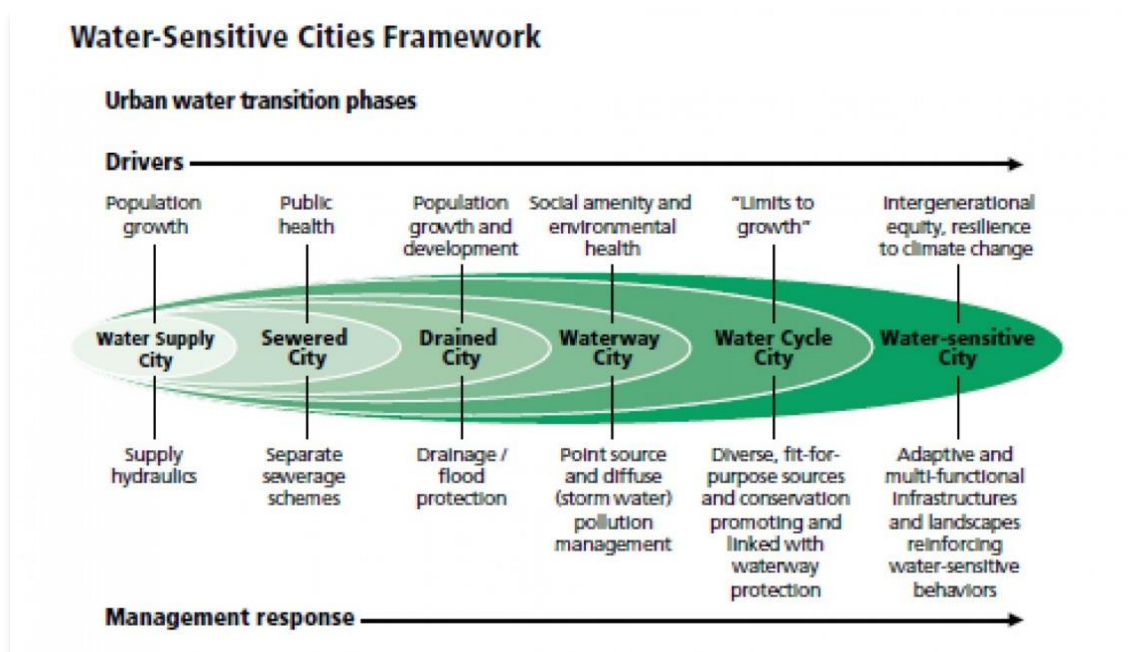
However, due to the backbone of the framework being a rating tool, it can be largely centred on a points-based system, rather than taking a holistic and staged approach to achieving sustainability. The framework also attracts significant and ongoing costs, requiring ongoing buy-in, and due to this there has been very limited uptake at a local government level.

The Green Star Communities Guide for Local Government can be viewed [here](#).

3.5 Transition Dynamics

Whilst not a sustainability framework, the Transition Dynamics model represents a truly transitional tool that could be harnessed either in isolation or as a part of a custom framework approach to drive sustainability within Local Government. The framework was developed in 2016 by Rebekah Brown (Professor and Director of Monash Sustainable Development Institute), following a 2014 study on Urban Water and Sustainability Transitions.

The framework focuses on facilitating and tracking the changes in a system by acknowledging different ‘stages’ of the transition. The framework is currently applied specifically to Urban Water management and in this context, the transition tool states key drivers that must be addressed through each ‘transition phase’ (or stage), that is then matched with response practices that ensure the implementation and achievement of each transition. It is this emphasis on the progression that Brown claims may ultimately determine the success of a transition journey.



This approach could be highly beneficial in developing a custom framework. Transition is a fundamental principle within the concept of sustainability, it is a fluid and ever-changing landscape, and therefore a framework needs to facilitate ongoing progression and adaptation.

Due to the framework, currently only being applied in the Water management context, the review of it is very limited. There are currently no relevant Local Government examples available to attain how successful the framework is at delivering on sustainable development in a broader sense. This framework would therefore require extensive resources, both internally and externally, to customise and deliver across the triple bottom line concept.

4.0 Comparative Analysis

Each of the five frameworks above were tested using comparative analysis tool, synthesizing how each framework performed against a set of key criteria applicable in the Local Government decision-making context.

Key Criteria

Alignment and Potential Integration with Key Strategies/Plans?

Financial Costs

Resource Requirements (FTE)

Benchmarking Opportunities (If so, What Level?)

Effective Communication Tool? Internal (Corporate) or External (Community)

Alignment and Integration potential with other frameworks

Ability to Demonstrate Leadership (Local, National, Global)

Ability to use as a Transition Tool (Staging Approach)

4.1 Key Criteria Summary Table

Below is a summary table rating the frameworks against each of the key criteria. A traffic light colour code represents the strength of each framework against each criteria.

This rating is a reflection of the research process, and not of the opinions of the City of Perth, or WALGA.

KEY CRITERIA	ONE PLANET	THE NATURAL STEP	UN SDG'S	GREEN STAR COMMUNITIES	TRANSITION DYNAMICS
Alignment and Potential Integration with Key Strategies/Plans?	Yes. KPI's both quantitative and qualitative, aligning strongly to LG strategic plans. Broad principles enable for complete Integration across organisation. If Certification engaged with, separate reporting/data collection for bioregional process required.	Yes. Systems-thinking approach allows for complete integration. Aspirational approach strives for excellent and leadership aligning across all strategies.	Yes. Localisation allows for deep integration across LG strategies/plans. Planning timeframes align annual LG reporting.	Yes, principles align with LG strategies/plans. Integration could be challenging due to rating tool style.	Potential to integrate with existing KPI's to determine progression through transition phases. However, due to limited water context, integration potential uncertain and not currently demonstrated in LG.
Financial Costs	Annual Formal membership \$5600, Accreditation fees - YR 1 \$9500, YR 2 & 3 \$8500.	Not Attained. Is an open sourced framework so can be accessed without consultation with TNS.	No direct financial costs as an open source framework. However, development may require external consultation.	Annual membership \$2640. Certification fees vary, and are generally priced per project starting at \$35,000.	No direct financial costs, however customisation may require extensive external consultation
Resource Requirements (FTE)	1 FTE - Annual management plus additional resources during development process.	1 FTE - Annual management, plus additional resources for development process.	1 FTE - Annual management, plus addition resources for development process.	1 FTE - Annual management, plus addition resources for development process.	Unable to determine - absence of adoption at Local Government level.
Benchmarking Opportunities (if so, at what scale – Local/ National/Global)	Yes, potential for all scales. Built in certification opportunities available across National & International against other Bioregional Councils.	Yes, Local and Global. No direct certification.	Yes, all scales. No direct certification, however substantial opportunities through aligning with globally recognised platform that is highly adopted by leading Local Governments.	Yes, Nationally. Built in rating tool and accreditation, however benchmarking against this very limited and perhaps not relevant to leadership aspirations.	Yes, but not as a stand-alone framework. Would need to be 'packaged'. This is more a staging tool to account for transitions towards a sustainable pathway.

Effective Communication Tool - Internal or External	Yes, Bright, user-friendly and easily understood brand. Clear enabler of community-level engagement. Benefits extend to corporate-level, however buy in may be limited due to limited uptake within Local Government.	No, limited. Highly complex and technical. Would require substantial customisation to be engaging and allow for buy-in at community and corporate level.	Yes, bright, globally recognised brand, easily understood and relatable. Extensive opportunity for corporate-level engagement and buy in due to UN reputation and awareness. These benefits would also extend out to community-level.	No, complex and project driven but principles are clear. Recognised within LG context as a building rating system, which would have some benefits for buy in at corporate-level. Community-level would require substantial customisation.	No, would require a complete customisation to make LG specific. Both corporate and community-level engagement and buy-in would be challenging as not LG specific or reputable.
Ability to Demonstrate Leadership (Scale - Local/ National/Global)	Yes, at a local level City of Fremantle have achieved leadership through the platform. Built in recognition available at both national and global scale, however very little uptake at all levels, therefore benefits are limited.	Yes, City of Portland are recognised as global leaders, however extent to which the TNS drives their strategies is unknown. No direct accreditation opportunities.	Yes. Multiple LG leaders using, many are capital cities. Aspirational & global focused allowing for leadership potential across all scales. No built-in accreditation but due to global following, alignment will foster recognition through other avenues.	Yes, nationally. Built in accreditation, however with limited benchmarking - how effective? Projects are focused so questionable at how aspirational.	Yes, but not as a stand-alone framework. Would need to be 'packaged' with others to achieve. This is more a staging tool to account for transitions towards sustainable pathway
Alignment/Integration potential with other frameworks?	Yes, could easily align with SDG's	Yes, with SDG's - City of Portland currently takes this approach	Yes, compatible with most frameworks. Very flexible and adaptable	Potentially	Yes, could be once customised.
Ability to use as a Transition Tool (Staging Approach)	Yes, built into the framework but less so than others.	Yes, built into the framework.	Yes, built in to the framework through staging, back casting, milestones and short-long term planning.	No, rating tool which only accesses progress towards this benchmark.	Yes, lies at the heart of this framework.

4.2 Key Criteria Discussion

4.2.1 Alignment and Potential Integration with Key Strategies/Plans

All of the five frameworks align to varying degrees, depending on internal organisational structures. The TNS systems-thinking approach requires complete integration to be effectively utilized, therefore would potentially be problematic if full-buy in across all levels was not obtained.

By far the two strongest frameworks against this indicator are One Planet Living and the SDG's. Both approaches track and value community and corporate commitments, aligning with existing KPI reporting systems within Local Government. Further to this, the broad goals of the SDG's foster easy integration, providing the opportunity to pull existing plans and projects through the framework for quick wins. The SDG's reporting structure of annual reporting against short-term projects, whilst working towards an overall 15 year plan for long-term sustainability would be highly beneficial in working in with existing Local Government strategy timelines.

4.2.2 Costs – Financial and Resource Requirements (FTE)

Financial Costs vary substantially across the frameworks however, resource requirements are largely the same sitting at 1 Full Time Employee (FTE) required for the ongoing implementation and monitoring once a framework has been embedded.

The One Planet Living and GBCA both have annual membership and certification costs associated with their use, however GBCA is by far the cost intensive. It attracts an annual membership as well as a substantial per-project fee for certification. There is an option to apply for a multiple-project discounted rate, however the project-basis of this accreditation perhaps makes it a less attractive option to adopt as a holistic and comprehensive sustainability approach.

Both the SDG's and TNS can be adopted informally as they are open source frameworks. However this makes them difficult to attain the costs associated with embedding within an organisation accurately, therefore significant analysis would be required before seeking buy-in from executive level.

4.2.3 Benchmarking Opportunities (If so, at what level?)

Both the GBCA and the One Planet Living frameworks have built-in accreditation opportunities, however both have limited relevance in the Local Government context due to very low rates of uptake.

While the TNS framework is being applied by Local Governments globally, which may offer benchmarking opportunities, at the local Level, the City of Vincent is only adopting the approach through their Environmental Strategy and therefore limited for a holistic organisational-wide approach.

The SDG's, although offering no formal certification, represent the most relevant opportunity for benchmarking due to its extensive uptake globally and recently by many national Local Governments. The increasing number of organisations that are now looking towards this platform indicates that there is genuine interest and value in adopting the goals to align ongoing projects against. There is also added benefit of the goals being committed to on a federal level, and therefore a responsibility of all Local Governments to report against them.

4.2.4 Use as an Internal (Corporate) or External (Community) Communication Tool

The two dominant frameworks in this indicator are the SDG's and the One Planet Living approach. Both frameworks are bright, clear and understandable frameworks that would enable either framework to be an effective communication tool.

The One Planet Living brand has been successfully adopted and embedded by the City of Fremantle across both its internal and external operations. The ability for a framework to be easily understood outside of the technical knowledge of sustainability officers is of significant benefit to Local Governments, and the One Planet brand certainly meets this requirement.

The SDG's also meet this requirement, however has the added benefit of being able to be adapted to fit within the City's existing brand. Localising the aspirational global goals is an important element in making the goals relevant to both internal and external stakeholders, also creating opportunities for higher levels of awareness and ownership. The City of Baltimore successfully took this approach allowing for complete integration and harmony of the SDG's with the City's own brand.

4.2.5 Potential for Alignment and Integration with other frameworks

All of the five frameworks can be aligned with other frameworks or reporting platforms to some degree. However, some of the more data-centred approaches like the GBCA and the TNS would make this a more resource-intensive approach.

The One Planet Living and TNS frameworks allow for easy integration with the SDG's, an approach that many other councils have adopted, such as the City of Portland, which uses the TNS framework to ground strategic planning across the City, with the SDG's sitting above as the overarching framework to monitor and report against.

The Transition Dynamics framework could also easily be aligned with the SDG's as the goals foster the recognition of a long-term pathway in achieving sustainability through staging and milestone recognition. This sort of approach could assist with lessening the burden of attempting to implement and report against 17 goals all at once, instead working into the action plan different stages of transition to account for quick wins.

4.2.6 Ability to Demonstrate Leadership (Local, National, Global)

Again, all five of the frameworks could lead to demonstrate leadership due to the holistic approach to sustainability. The GBCA would be the most limited, whereby its approach is more project based and therefore restricted in achieving leadership across a more organisation-wide approach.

The One Planet Living framework has demonstrated its ability to represent leadership at the local level through the City of Fremantle. The added benefit of the built-in accreditation of One Planet Council Status allows the City of Fremantle to actively promote this recognition and leadership across both internal and external levels. Bioregional also actively promotes this recognition through their own channels at the International level, however the reputation of Bioregional as an organisation is less widely known than the United Nations.

The SDG's again represents the strongest opportunity to demonstrate leadership, despite the lack of formal accreditation. The goals are an internationally recognised framework, unanimously adopted by 193 UN member states, with the Australian Government being among this group. The large commitment to the SDGs at the global level would allow significant leadership aspirations across all scales (local, national and global governments) from the outset. This is evident from the significant number of leading councils who have or are currently in the process of alignment with the SDG's, such as the City of New York, City of Portland, City of Melbourne, City of Sydney and City of Brisbane.

4.2.7 Ability to use as a Transition Tool (Staging Approach)

Most sustainability frameworks acknowledge the transitions towards the end goal as this is a fundamental part of the concept of sustainability. Those frameworks with built-in accreditation such as the GBCA and the One Planet don't align as strongly as others due to the focus being more centred on point scoring rating tools or reaching a particular benchmark, such as accreditation. However, the One Planet Living framework, whilst having certification opportunities is not a requirement, and therefore is less ridged in reporting compared to the GBCA.

The Transition Dynamics framework obviously is fundamentally centred on acknowledging transitions within a system, however getting it to the point of being a fully comprehensive and useable framework for City use detracts from this benefit.

The Natural Step framework and the SDG's acknowledge transitions within their ongoing implementation processes. Both are systems-thinking focused and therefore the system is constantly reassessed and benchmarked against the framework, allowing for easy integration of transition stages to help the track progress towards their overall objectives.

5.0 Summary

Of the five sustainability frameworks reviewed, none were completely fit for purpose in being able to be readily adopted and implemented by Western Australian Local Governments. In considering the most suitable framework, it is vital that Local Governments assess their own unique and context specific requirements, so that it can be embedded into the organisation's operations and become a part of its identity. Each framework has particular characteristics which may be beneficial to certain Local Governments, or organisations may find a more customised approach whereby elements of each framework is taken to tailor a framework completely to their needs. Regardless of the approach, it is clear there are substantial benefits and opportunities for Local Governments to drive successful sustainability programmes and demonstrate leadership and advocacy by centralising their work under a robust framework.

Further to this, what become very clear during the consultation process was that Local Governments want to work together in sustainability initiatives, particularly around knowledge-sharing and synergy opportunities possible through adoption of similar framework models. Just as the United Nations Sustainable Development Goals clearly set out; sustainability cannot be achieved in isolation at any scale. Local Governments, States and Nations must work together in tackling the bigger global issues, whilst addressing their more region-specific challenges through holistic approaches.