



**goulburn broken
greenhouse alliance**

Business Plan 2019/20 Plan

APPROVED BY GBGA ALLIANCE COMMITTEE 31 MAY 2019

INTRODUCTION

The Goulburn Broken Greenhouse Alliance (GBGA) is a collaboration of Councils and key agencies in the Goulburn Broken and North East regions region. Thirteen Councils, the GB CMA, NE CMA and DELWP (Hume) all collaborate to provide a collaborative capacity to respond to the many challenges of climate change.

The members of the GBGA work to raise awareness and capacity of the region to mitigate and adapt to climate change, recognising that there will be opportunities as well as challenges in a changing climate.

This business plan sets out our priority business activities for the financial year of 2019-20. The strategic objectives, initiatives and actions listed below are drawn from the Goulburn Broken Greenhouse Alliance Strategic Plan 2018-22. These objectives and their priority this year should be considered against the broader strategic plan.

The members share a culture of collaboration to build capacity to respond to climate change and take cooperative action. The Goulburn Broken Greenhouse Alliance will deliver this business case while being guided by the following principles;

Our vision

Our communities actively responding to climate change to help build a positive future.

Our mission

We lead by raising the awareness and capacity of the region to mitigate and adapt to climate change through:

- Learning to increase skills, knowledge and capacity
- Communication in engaging ways to inspire action
- Partnerships to plan and act
- Governance to maintain a sustainable organisation

The following Strategic Matrix sets out the GBGA strategic objectives within each of these domains of action.

THE STRATEGIC MATRIX – OBJECTIVES OF THE GBGA

GBGA works in four domains to achieve its aims, which it sees as inherently interconnected.

1 Learning to increase skills, knowledge and capacity	2 Communication in engaging ways to inspire action	3 Partnerships to plan and act	4 Governance to maintain a sustainable organisation
Strategic Objectives			
1.1 Deliver capacity building programs to members and key stakeholders	2.1 Provide information and resources in innovative and engaging ways to inspire internal commitment within member organisations.	3.1 Increase interaction and collaboration, between member organisations in the region, on mitigation and adaptation climate change projects.	4.1 Ensure GBGA's financial security and ensure staffing levels meet GBGA's needs. (see note)
1.2 Undertake research to increase knowledge.	2.2 Be recognised as the central point for climate change information and coordination for GBGA members	3.2 Develop strategic partnerships external to the GBGA to advance identified Alliance projects	4.2 Strengthen existing relationships between GBGA member organisations to inspire members and maintain member participation.
1.3 Combine GBGA projects with showcase and learning opportunities to the community, business and industry sectors	2.3 Advocate on key policies affecting members in the region.		4.3 Implement good governance practices in GBGA to maintain a stable organisation.
			4.4 Assess and report on the outcomes of collaborative action.

Strategic Issues for Climate Change Information and Action

A 2018 review of strategic issues for climate change action in members strategic plans and regional plans showed the following areas to have a degree of common emphasis across the alliance:

- Support and promote sustainable energy options
- Support business and community in adaptation and sustainable transition
- Sustainable land and housing development
- Individual members developing climate change policy
- Establish member based greenhouse gas accounts and reduction target

- Liaise with other agencies and regional working groups to ensure climate change impacts and action are included in planning for the areas of
 - Native vegetation resilience through regional biolinks
 - Water security relating to regional aquatic assets
 - Regional water quality management through Integrated Water Management Planning
 - Groundwater resources - to improve member knowledge about groundwater resources and the monitoring and sustainable use of these resources

ON the GBGA Strategy, the Alliance developed a range of strategy actions to achieve these objectives. The annual business plan sets out methods to progress these actions during the business year. Progress of the Business Plan 2019-20 will be monitored by the Alliance Committee.

The Plan takes into account projects anticipated during the 2019-20 year. The Alliance will also respond to other opportunities that assist achievement of the Strategic Plan.

GBGA BUSINESS PLAN 2019-20

The Business Plan is derived from the overall GBGA Strategic Plan 2018-22. It relates to the Strategic Matrix as indicated by the numbering system.

During the year, the measure for each method will be shown by

	Achieved
	In progress
	Yet to commence

NOTE committee and working group contributions shown shaded

Note actions involving the Officers Working Group and Alliance Committee are highlighted

Strategy Ref	Strategy Time	STRATEGY ACTION	METHOD 2019-20
1.1(a)	ongoing	Provide information and resources to support member decision making and program delivery	Work to update members on information from Victorian alliance meetings , regional meetings, project control groups and other sources.
1,1(b)	ongoing	information and support to influence the inclusion of climate change impacts during the renewal of Council Plans, Public Health and Wellbeing Plans and Regional Catchment Strategies	Provide specific information for items on page 4 and other common issues for members strategies and assist to share/source information. Deliver links with DHHS policy unit and climate related information to improve future Public Health and Wellbeing Plans
1.1(c)	2019/20	Support capacity building for identified projects including specific learning forums/webinars	EO to assist GBGA for key projects in 2019/20 - Collaborative procurement of renewable energy (PPA) - Development of electric vehicle charge station infrastructure program - Improve climate change consideration in member governance - Relevant sessions in Victorian Alliances Conference - Other as identified by Officer Working Group and Alliance Committee
1.1(d)	ongoing	Communicate and scale smaller group action or projects to benefit all members eg GBGA Sustainability Indicators	- Continue to assist member use of Sustainability Indicators tool and analysing relevance of outputs - Enable non- participating members to use outputs of energy efficient main road lighting business cases outcomes. - EO to support communication between smaller councils to foster shared information.
1.2	2019/20 and 2020/21	a) Understand and respond to opportunities arising from changes to the Local Government Act in 2019 and the implementation of the Climate Change Act b) Work with partners to research, and build understanding of key partner issues listed on pg 4 c) Develop links with learning institutions and other agencies to access research for GBGA projects	Develop suitable communication and learning opportunities when the LG Act is legislated. Monitor opportunities and develop connections to prepare for work in these actions. Develop links to explore advance agriculture opportunities
1.3	2018/19 And ongoing	a) Create a Communications and Engagement Plan - using social media, web, presentations, conferences, GBGA	EO develop Communications and Engagement Plan in conjunction with Officers Working Group in 2019

		forums, webinars, showcase, videos, flyers etc - including internal and external forums and networks - promote public access of the GBGA website b) Include public learning opportunities in all GBGA projects	
2.1	2019/20	a) Continue to develop a highly functional website with use and contribution by all members b) Develop a kit of key messages for use in education by all members c) Develop Regional Sustainability Indicators (web based) including training and support for members to use the tool	(a) (b) EO to develop in 2019/20 in conjunction with Officer Working Group Prepare budget and allocate funds to engage a web designed to implement. (c) Tool established on members section of GBGA website. Continue to assist members to enter data on the website.
2.2	ongoing	a) Use council, agency and Victorian Alliance networks to keep abreast of industry developments and communicate these around the GBGA. b) Build GBGA capability to link others to credible knowledge, grants and government policy c) Promote the work of the GBGA to member organisations overall (all units, not just committee members)	Continue as active partner in Victorian Alliance network. Assist in proposed development of National Roundtable of alliance networks. EO to liaise with regional networks eg Hume Economic Development Forum, Planners Forum, Asset Managers Forum, using projects of interest to each group.
2.3	2018/19 And ongoing	a) Create an Advocacy Strategy based on GBGA strategy – where to put the advocacy effort? b) Also be prepared to consult with the membership and provide advocacy on emerging issues c) Link to agency responses and strategy development regarding climate change e.g 3.1(a)	Advocacy Develop an Advocacy Strategy on thematic basis with assistance of Officers Working Group through 2019 Make advocacy submissions as required and in line with opportunities as they arise.as arise. Join with other organisations and alliances if appropriate.
3.1(a)	2018/19	Work with DELWP, CMAs and other regional partnerships to influence and contribute to regional policy eg Renewable Energy Roadmap, planning policy	Identify policy opportunities for 2019/20 eg Regional Adaptation Policy - and make active contribution
3.1(b)	2018/19	To reduce the extreme risks of climate change, develop GBGA member mitigation projects - energy efficient main roads streetlights	EO and officers to develop forward plan to implement changeover of lights. Identify other joint mitigation projects
3.1(c)	2019/20	Develop a skills matrix of GBGA members to leverage internal skills for benefit of members	EO to Develop in conjunction with Officers Working Group in 2019
3.1(d)	Ongoing	Formally involve other organisational units in project work	Involve other units in streetlight, PPA and governance projects
3.1(e)	2019/20	Conduct a snapshot assessment of TAKE2 pledges for success and future approach and plan implementation	Develop snapshot and plan future involvement in conjunction with Officers Working Group in 2020

3.1(f)	2019/20	Review past projects for reflection and learnings and ongoing skill and project development	EO to action in conjunction with Officers Working Group in 2020
3.1(g)	2018/19	Investigate and develop adaptation and mitigation through appropriate action and education to support programs for low income households and vulnerable groups	Form specific workgroup to consider practical options – report to Alliance Committee in 2019
3.1(h)	ongoing	Implement collaborative projects approved by the Alliance.	See 1.1(c) and 4.1(a)
3.2(a)	2019/20	Investigate formalising the partnership with Alliances	Contribute to proposal for a national roundtable of alliance networks
3.2(b)	ongoing	Link with community networks leading the development areas on pg 4	Consider opportunities as they arise in these areas
3.2(c)	ongoing	Effectively share projects and results through member organisations, and other agencies and networks and into the community	Include in development of communications and engagement plan see 1.3(a)
3.2(d)	ongoing	Develop strategic relationships with networks that can contribute to GBGA projects eg climate change & MHWP	Include in development of communications and engagement plan see 1.3 (a)
4.1(a)	2018/19	Research and report funding opportunities to members and develop project proposals as appropriate	2019/2020 investigate funding options for Project planning for joint changeover of main road streetlights Electric vehicle charge station network business case Climate change consideration in governance Agriculture sector adaptation Impacts of climate change on low income household
4.1(b)	ongoing	Include internal project officer resource in any application for grant and other external funds	ongoing
4.2(a)	2019/20	Investigate options for non- members to be partners in projects as appropriate	For Alliance Committee to consider as required
4.2(b)	Ongoing	Improve understanding of GBGA role and work across member and non-member organisations (part of Communications Plan)	Include in development of communications and engagement plan see 1.3(a)
4.2©	ongoing	Ensure that communication, projects and programs consider all members	Include in development of communications and engagement plan see 1.3(a)
4.3(a)	2018/19	Develop effective officer meetings to benefit the work of the GBGA	Executive Officer to continue to develop effective working group with support of Alliance Committee
4.3(b)	2018/19	Every 12 months review the operation of the GBGA for the next year eg meeting locations and program	Review by Alliance Committee and report with AGM
4.3(c)	2019/20	Proactively plan the next MOU and auspice (to commence mid 2021)	Executive Officer in conjunction with Alliance Committee
4.3(d)	2019-22	Monitor and consider responses to challenges and opportunities related to government policy (eg rate capping, planning policies, energy policy, Local Govt Act) and political electoral cycles	Alliance Committee and EO to review policies, issues as they arise for GBGA action

4.3(e)	2018/19	Refine and strengthen the Alliance Committee through a clear role, action plan and effective membership	The Committee has really taken on the task of improving the governance and administration of the Alliance. The membership of the Committee is effective and focussed on the role of the Alliance and the EO and is well positioned to grasp opportunities that will benefit the members of the Alliance. The Committee has an action plan to prepare for the next auspice.
4.3(f)	2019/20	From member information, review and update the DELWP 'Analysis of Climate Change Adaptation Governance Across Local Governments in Victoria'	EO to develop project and seek external resources
4.3(g)	2020-22	Support members to include climate change in governance and policies	EO to deliver on themes developed in conjunction with Officers Working Group
4.3(h)	ongoing	Alliance Committee and EO develop governance policies as directed (eg use of GBGA logo)	As required – Alliance Committee to monitor and recommend action
4.3(i)	2018/19	Develop a criteria list to evaluate the relevance and suitability of any proposal for GBGA action	Alliance Committee to develop in 2019
4.4(a)	2018/19	Develop a process for review of all projects undertaken to identify learnings and continuous improvement	Develop in conjunction with Officers Working Group in 2019
4.4(b)	2018/19	Develop a tool to assess the health and effectiveness of the GBGA Committee and the Alliance Committee over time	Alliance Committee to develop in 2019
4.4(c)	2019/20	From the GBGA Strategy, produce the 2019/20 Business Plan and report against it each financial year, Analyse performance and demonstrate value for money	Note – updated for 2019-20. EO and Alliance Committee to action by May 31 2020.

Goulburn Broken Greenhouse Alliance Budget for 2019-20 Financial year

Current members	proposed income budget from members	
Financial Year	2019-20*	
Balance Brought forward 1 July 2019		\$40,452
Alpine Shire Council	\$197	
Benalla Rural City Council	\$5,533	
Campaspe Shire Council	\$15,066	
Greater Shepparton City Council	\$25,980	
Indigo Shire Council	\$6,326	
Mansfield Shire Council	\$3,403	
Mitchell Shire Council	\$16,048	
Moira Shire Council	\$11,816	
Murrindindi Shire Council	\$5,614	
Strathbogie Shire Council	\$4,028	
Towong Shire Council	\$4,050	
Wangaratta Shire Council	\$11,096	
Wodonga Shire Council	\$15,809	
GBCMA**	\$5,253	
Hume DELWP**	\$5,125	
NECMA**	\$5,253	
Total		\$140,400

* +2.5% on previous year, ** CMA's + Hume fixed contribution with 2.5% indexation

	proposed operational expenditure	
	2019-20*	
Salaries & Oncost	\$112,347	
Training	\$2,000	
Contractors services	\$500	
Memberships	\$400	
Periodicals, publications & Subscriptions	\$600	
Advertising & Marketing	\$1,000	
Contributions	\$15,800	
Telephone & internet	\$600	
External Hire	\$800	
General Materials	\$800	
Software upgrades	\$400	
Catering	\$2,200	
Travel	\$8,000	
Total		\$145,447
Balance Carried forward 30 June 2020		\$35,405

subject to council agreement to join GBGA

Draft Progress Report

2018/19 Business Plan

GBGA BUSINESS PLAN 2018-19 PROGRESS REPORT

The Business Plan is derived from the overall GBGA Strategic Plan 2018-22. It relates to the Strategic Matrix as indicated by the numbering system.

Strategy Ref	YEAR	Business Plan Item 2018-19	METHOD 2018-19 AND PROGRESS
	2018	Finalise GBGA Strategy 2018-2022 for adoption	Complete. Adopted 14/11/2018
1.1(a)	ongoing	Provide information and resources to support member decision making and program delivery	The Executive Officer (EO) acts as a support resource. EO liaised with officer members on a variety of matters to provide network links, information and access to other resources.
1.1(c)	2018/19 ongoing	Support capacity building for identified projects including specific learning forums/webinars For 2018/19 <ul style="list-style-type: none"> - collaborative procurement of renewable energy (PPA) - monitoring GHG emissions using carbon accounting, 	Enabled participation of 8 members in Victorian LG PPA. Communicated learnings and outcomes to all members. Enabled delivery of SV Carbon Accounting course with participating members. Webinars delivered for PPA, and electric vehicle topics. EO worked to ensure regional material for Climate Change in Agriculture conference and Victorian Alliances conference.
1.1(d)	ongoing	Communicate and scale smaller group action or projects to benefit all members eg GBGA Sustainability Indicators	GBGA Sustainability Indicators tool developed for GBGA website and training provided to members. EO working with smaller Councils in Carbon Crunching Councils project to include data in Indicators tool.
2.2(a)	2018/19 ongoing	Use council, agency and Victorian Alliance networks to keep abreast of industry developments and communicate these around the GBGA.	Various projects communicated to GBGA members at Ordinary meetings and via email.
2.1(c)	2018/19 ongoing	Develop Regional Sustainability Indicators (web based) including training and support for members to use the tool	Complete (see 1.1d)
3.1(a)	2018/19	Work with DELWP, CMAs and other regional partnerships to influence and contribute to regional policy eg Renewable Energy Roadmap, planning policy	Active planning contribution to deliver: <ul style="list-style-type: none"> • Managing Climate Change in Agriculture Forum • Hume region Renewable Energy Roadmap (DELWP Hume) • Embedding Climate Change in Agriculture project (NECMA) • Assess direct means to purchase renewable energy • • DELWP – Hume Planning Forum for Renewable Energy
3.1(b)	2018/19 ongoing	To reduce the extreme risks of climate change, develop GBGA member mitigation projects - energy efficient main roads streetlights	Business Case for Energy Efficient Main Road Streetlights developed, with specific reports for participating members.

3.1(d)	Ongoing 2018/19	Formally involve other organisational units in project work (for 2018/19, those associated with streetlights)	Not yet achieved for streetlights project. Other units from various members involved in consultation on governance responsibilities and the PPA project.
3.1(g)	2018-20	Investigate and develop adaptation and mitigation through appropriate action and education to support programs for low income households and vulnerable groups	EO has made connection with relevant external groups that can assist future work - VCOSS, - Renew - One Million Homes Alliance - Upper Murray Regional Neighbourhood House Network
3.1(h)	2018/19	Implement collaborative projects approved by the GBGA Committee For 2018/19 streetlight efficiency business case and EV	Both projects developed to feasibility and/or business case stage. (see 3.1b) Developed the Electric Vehicle Charge Station project in collaboration with CVGA that recruited 43 councils to the project.
3.2(b)	2018-20	Link with community networks leading the development areas on pg 7 including local renewable energy	EO maintained connection through the Indi Community Energy Network and led to GBGA support for applications for community energy projects.
3.2(c)	ongoing	Effectively share projects and results through member organisations, and other agencies and networks and into the community	Projects and results shared through members through website and meetings. More work needed about community awareness of GBGA projects.
4.1(a)	2018/19	Research and report funding opportunities to members and develop project proposals as appropriate in 2018/19 Main Road Efficient Streetlights and EV infrastructure	See 3.1 b/h Also developed draft climate change governance project.
4.3(a)	2018/19	Develop effective officer meetings to benefit the work of the GBGA	Officer working group formalised and meetings set for 2019.
4.3(b)	2018/19	Every 12 months review the operation of the GBGA for the next year eg meeting locations and program	EO working with Alliance Committee on review
4.3(e)	2018/19	Refine and strengthen the Alliance Committee through a clear role, action plan and effective membership	??? comment from AC
4.3(h)	ongoing	Alliance Committee and EO develop governance policies as directed (eg use of GBGA logo)	Ongoing. Logo policy in draft form,
4.3(i)	2018/19	Develop a criteria list to evaluate the relevance and suitability of any proposal for GBGA action	Not commenced. To be developed through 2019 meetings of Officer Working Group.
4.4(a)	2018/19	Develop a process for review of all projects undertaken to identify learnings and continuous improvement	Not commenced. To be developed through 2019 meetings of Officer Working Group
4.4(b)	2018/19	Develop a tool to assess the health and effectiveness of the GBGA Committee and the Alliance Committee over time	Draft developed
4.4(c)	2018/19	From the GBGA Strategy, produce the 2018/19 Business Plan and report against it each financial year, Analyse performance and demonstrate value for money	Complete and updated for 2019-20 To be completed