



**goulburn broken
greenhouse alliance**

Strategic Plan

2018-2022

(Adopted 14 November 2018)



ABOUT THE GOULBURN BROKEN GREENHOUSE ALLIANCE

The Goulburn Broken Greenhouse Alliance (GBGA) works to reduce the negative consequences and maximise opportunities for members and their communities in a future impacted by climate change.

Our organisation is a member-based alliance that works in partnership with local government, catchment management authorities, community and other agencies across the Goulburn Broken and North East regions of Victoria.

Goulburn Broken Greenhouse Alliance (GBGA) is operated, resourced and managed by its members, with its executive function supported by an auspice agreement with the Greater Shepparton City Council until 2021.

Our current membership in December 2018:

- Benalla Rural City Council
- Campaspe Shire Council
- Greater Shepparton City Council
- Indigo Shire Council
- Mansfield Shire Council
- Moira Shire Council
- Mitchell Shire Council
- Murrindindi Shire Council
- Strathbogie Shire Council
- Towong Shire Council (associate)
- Wangaratta Rural City
- City of Wodonga
- Goulburn Broken Catchment Management Authority (GB CMA)
- North East Catchment Management Authority (NE CMA)
- Department of Environment Land Water and Planning (Hume) (DELWP Hume)

The GBGA formed in 2007, in the Goulburn Broken Catchment, to promote regional action on climate change among ten founding members (8 catchment councils, the GB CMA and the Goulburn Valley Waste and Resource Recovery Group, GVWRRG). In 2017 the GBGA expanded to include new members that were previously in the North East Greenhouse Alliance (NEGHA). This expansion has been successful because all members understand the significant challenges that climate change poses to the community, environment and economy of the Hume region. The members share a culture of collaboration to build capacity to respond to climate change and take cooperative action. The GBGA will also explore and consider other partnerships to advance these goals.

The GBGA is one of eight Greenhouse Alliances operating across Victoria. These Alliances include 70 of the 79 Victorian councils. Experience shows these alliances deliver benefits through capacity building, advocacy and effective and efficient project delivery.

On the following map, the GBGA (shown in blue) includes 12 of the 13 Councils in the region. With the GB CMA, NE CMA and DELWP (Hume), the GBGA encompasses the area of the entire Hume region.

The GBGA and other Victorian Alliances



Legend

- Central Victorian Greenhouse Alliance (CVGA)
- Eastern Alliance for Greenhouse Action (EAGA)
- Gippsland Climate Change Network (GCCN)
- Goulburn Broken Greenhouse Alliance (GBGA)
- Northern Alliance for Greenhouse Action (NAGA)
- South East Councils Climate Change Alliance (SECCCA)
- Western Alliance for Greenhouse Action (WAGA)
- Wimmera Mallee Sustainability Alliance (WMSA)
- No alliance

The regional strategic connections of the GBGA are enhanced by membership by the Goulburn Broken CMA, North East CMA and Department of Environment Land Water and Planning (Hume).

WHY THE GBGA?

Future climate projections show that the region will generally experience significantly higher temperatures (both average and maximum) and a decrease in available water for the environment and community use. While there will still be seasonal and geographic variations, the overall trends require significant adjustment to continue the social and economic life our communities have been accustomed to.

This change will impact on every facet of the region's economy, lifestyle and production. To meet these challenges, members recognise that it requires regional level knowledge, preparation, planning and action. Through collaboration, the members can together achieve outcomes that would not be possible alone, due to individual resource constraints.

The members formed the GBGA to assist this transition by raising 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.

BACKGROUND AND PROJECT ACHIEVEMENTS OF THE GBGA

In recognition of the necessity and opportunity to provide regional coordination on greenhouse issues in the Goulburn Valley, GVWRRG together with the support (including financial) from the Goulburn Broken Catchment Management Authority via State Government, gathered interested parties together in June 2007 to a meeting which unanimously resolved to form the Goulburn Broken Greenhouse Alliance (GBGA).

The intervening period to February 2008 and signing of a MOU in 2009 allowed for wide consultation and for the development of appropriate organisational arrangements. The GBGA was established to provide a framework for local stakeholders to work together on greenhouse abatement projects. It was intended that the GBGA would expand its network to engage other key stakeholders in the region to deliver collaborative projects. Goulburn Valley Water, Goulburn Murray Water and the Goulburn Murray Landcare Network also attended early meetings and supported the activities of the Alliance. Four year MOUs have been renewed in 2013 and 2017. The auspice and support of the GVWRRG was very important in this period, until 2016.

In 2015, it became clear that impending changes to the Victorian Environment Protection Act meant the GVRRWMG would not be able to continue the auspicing arrangement. For the next two years, the GBGA investigated alternative governance models. The members agreed that a Local Government 4 year auspice arrangement would best meet the needs of the Alliance. In 2017, Greater City of Shepparton became the inaugural Local Government auspice of the GBGA.

In 2005, the City of Wodonga hosted the inaugural greenhouse alliance meeting in the north east of Victoria to commence the formation of a regional Greenhouse Alliance, the NEGHA. There were seven foundation members, being the councils of Wodonga, Towong, Indigo Moira, and Alpine together with Wodonga TAFE and the NECMA. Wangaratta and Benalla councils joined in 2006. NEGHA was auspiced by the City of Wodonga, with initial seed funding from DELWP. From 2006 - 2012, grant opportunities provided ongoing funding exceeding \$2.0million. Following that period of success with grants, NEGHA was facing a deficit without a future project grant. Political support for NEGHA was waning among some members and a new auspice organisation was requested. No members were able to auspice the position and with the departure of the Executive Officer, the NEGHA lapsed. The Rural City of Benalla maintained collaboration amongst the member councils, but without an executive officer, member councils did not have resources to sustain the formal greenhouse alliance.

The Watts Working Better project in 2013-16 enabled 11 regional Victorian Councils to collectively achieve an energy efficient street light retrofit program and reduce greenhouse gas emissions. Several of the north east councils became involved in this major GBGA project to upgrade the efficiency of streetlights and reduce member's greenhouse emissions (Watts Working Better 2013-15). This collaboration, and the shared goals of the alliances, eventually led most original NEGHA councils to join the GBGA as full members in 2017, expanding the presence of the alliance in the Hume region.

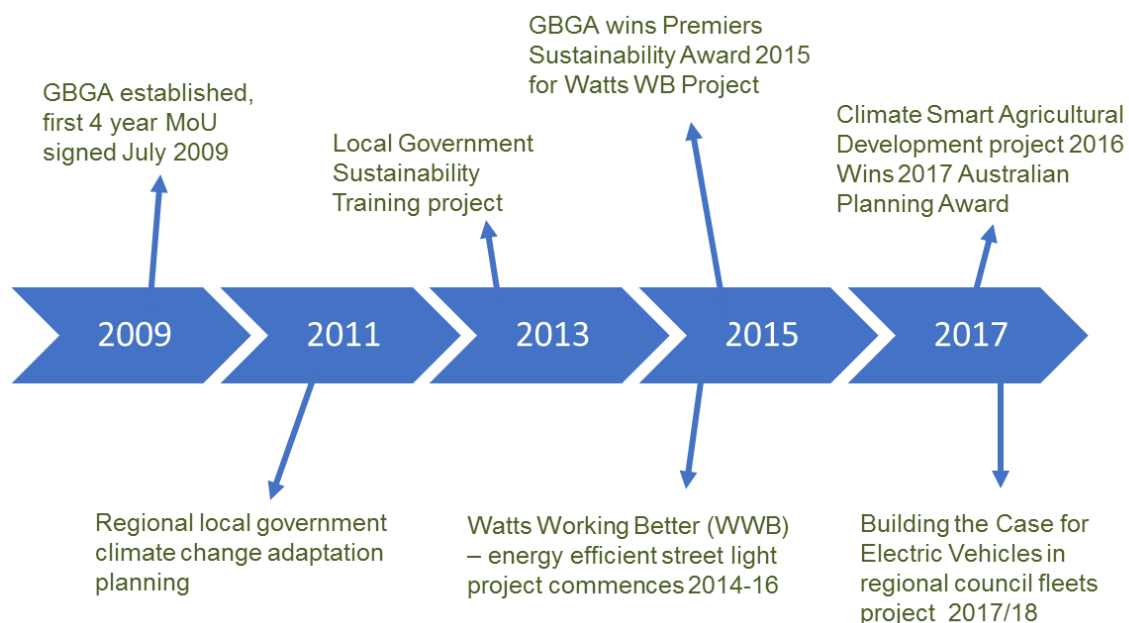
The 2017-2021 MOU saw the inclusion of NE CMA and DELWP (Hume). Membership by NECMA was parallel to the membership of the GB CMA. Membership by DELWP (Hume) reflected the existing positive working relationship of the regional office with councils, through grant funded projects. The MOU with DELWP takes care to avoid any conflict of interest with DELWP being a grant funding body. The formalisation of the relationship of

GBGA STRATEGIC PLAN 2018-2022

councils with key agencies in the Hume region strengthens the regional perspective of GBGA planning and action.

In the 2017-2021 governance period, the expanded membership of councils and organisations across the Hume region allows for a full time Executive Officer to develop policy and strengthen governance and collaboration.

The GBGA has implemented large regional projects in mitigation and adaptation. The quality and relevance of GBGA projects has been recognised by Victorian and national awards. The diagram shows key achievements of the GBGA to 2018. It is also notable for this strategy that the NEGHA also produced an adaptation report in 2011. The "Adapting to a Low Water Future" report included a north east region climate risk assessment, case studies, pilot projects and an adaptation plan.



In the period 2014-17, several large grants showed the financial benefit of collaboration. In 2014-17, The GBGA achieved a monetary benefit of 2.4:1 (for all member contributions). As each member contributes a portion, individual members achieved a ratio of more than 8:1. While this ratio depends on grant success, members obtain ongoing tangible benefits from the capacity building work between members and the strong positive network that inspires leadership and action.

ORGANISATION OF THE GBGA

The GBGA is an unincorporated organisation and is auspiced by the City of Shepparton during the 2017-2021 MOU. Members fund an Executive Officer (EO) through annual contributions to manage and develop the GBGA and its projects. The GBGA operates through an AGM and four quarterly ordinary meetings of the GBGA Committee, in accordance with the GBGA Rules of Operation.

Members are represented on this Committee by three representatives, being one Councillor (if applicable) and two member officers. Between GBGA meetings, the skills-based Alliance Committee oversees the EO and other functions of the GBGA.

CHARACTERISTICS OF THE GBGA

The development of this strategy included a key planning meeting in 2018, with contributions from the Councillor and officer members of the Alliance, many having a long association with the GBGA. The members identified the following strengths and achievements of the GBGA.

Key Strengths of the GBGA

- A positive group, providing a positive outlook about climate change
- Credibility and demonstrated capacity to deliver
- Combining the skill sets at different members through a strong efficient network
- Partnership gives the ability to achieve goals that cannot be achieved individually, using economies of scale
- Sharing of knowledge and potential to replicate successful projects of members
- The GBGA is recognised as a key point of contact by the larger agencies
- Connection and transfer of information to and from other organisations
- Showed strong leadership through projects and increasing the breadth of the member region
- Councillor and officer interactions find common ground

Key Achievements of the GBGA

- Forming and maintaining a stable organisation with strong governance
- Success in expanding and accepting new members, including the north east councils, NE CMA and DELWP (Hume), shows maturity of the organisation
- Creating opportunities to engage internally and provide education for members
- Delivery of projects at multiple scales ie whole alliance or through subgroups of member collaboration
- Delivering projects that reflect regional priorities- for example the Climate Smart Agriculture Development project
- Successful communication has led to GBGA work being linked into regional and state strategies
- Providing advocacy
- Support for officers in the member organisations
- The relevance of the alliance inspires significant contributions from officers, Councillors and member organisations
- Working to achieve value for money
- Securing funding to support a full time executive officer, which significantly improves the ability to keep abreast of a fast moving area and transfer this knowledge to the alliance
- Acts as a channel to provide support information for key information and resources for critical council decision making and program delivery

The GBGA Committee reviewed and renewed the GBGA vision, mission and values. It considered challenges in the political, economic, social, technological, legal and environmental spheres. The policy and action responses of the Committee have been included in this strategy.

A BASIS FOR ACTION – VISION, MISSION AND VALUES

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

Our values and how we work

The members represent communities with diverse interests, social and economic profiles. Climate change will continue to affect our communities and joint action can improve mitigation and adaptation to respond to climate change. The members of the GBGA bring significant experience and skills to the alliance. The Alliance works to achieve collaborative action and projects the members could not achieve on their own.

In this work:

We **COLLABORATE**, working together with respect, building on joint contributions to achieve equity of involvement and outcomes for members

We **LEAD**, being proactive and progressive in climate change actions that are relevant and valuable to the community

We **BUILD CAPACITY** of members, sharing learning opportunities and building skills based on factual and credible knowledge

We **COMMUNICATE**, building external relationships and using education and advocacy to influence change. We share the outcomes of GBGA work in relevant and interesting ways.

We **CONTRIBUTE**, connecting partners and identifying synergies to deliver effective projects

We **DEMONSTRATE GOOD GOVERNANCE**, being transparent and inclusive during considerations, and assisting members to consider climate change in relevant policies, plans and processes

Domains of Climate Action

The GBGA works in four domains to achieve its aims:

- **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

Strategic Issues for Climate Action

A review of strategic issues for climate change action in members strategic plans and regional plans (see next section) 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

GBGA Policy Environment

Preparation for this Strategy included discussion with members based on analysis of member strategic documents for shared priorities. The regional adaptation planning of both the GBGA and NEGHA was also included in this process.

Member strategies are formed within the Victorian government agenda for climate change action. This is set out in the Victorian Climate Change Framework and associated plans.

Associated legislation is the Victorian Climate Change Act 2017. This act requires consideration of climate change in strategies of state agencies, including the GBGA members from agencies in the Hume – DELWP and the CMAs. This Act has direct bearing on the Public Health and Wellbeing Plans (PHWP) of Councils. Consideration is required of potential biophysical impacts and potential impacts on economic, environmental, health and other social impacts.

There are three key documents councils are required to develop by Victorian legislation and each agency also produces key strategies, as has the GBGA:

- Municipal Council Plan
- Municipal Public Health and Wellbeing Plan
- Municipal Strategic Statement
- DELWP Hume Regional Strategic Plan
- GB CMA and NE CMA Regional Catchment Strategies
- GBGA Goulburn Broken Local Government Regional Climate Change Adaptation Plan
- NEGHA North East Victoria – Adapting to a Low Water Future

Municipal Council Plans 2017-21

The Local Government Act 1989 clearly states the primary objective of each council is to promote the social, economic and environmental viability and sustainability of the municipality, to improve the overall quality of life of people in the local community. Each council prepares a Council Plan that responds to the aspirations of its community. There is no specific requirement related to climate change in the current Local Government Act. Revisions of this Act tabled in parliament in 2018 will (if passed) also require consideration of climate change in council strategies.

Municipal Public Health and Wellbeing Plans (MPHWP) 2017-21

Councils prepare a MPHWP to promote, improve and protect the health and wellbeing of their residents, in partnership with many social and health agencies. The Victorian Climate Change Act 2017 requires consideration of potential impacts of climate change in development of the MPHWP. This was also included in the Climate Change Act 2010. This includes potential biophysical impacts and potential impacts on economic, environmental, health and other social impacts. Consideration is also required of potential contribution to the State's greenhouse gas emissions

Sustainable Development - Municipal Strategic Statement (MSS)

Each council is required under the Planning and Environment Act 1987 to prepare a MSS to set out the strategic planning objectives for the municipality, and must take account of regional and state planning policy. The Hume Regional Growth Plan sets out policy for land use planning in the region. It explicitly requires climate change resilience and sustainable design to be considered in growth and development planning. In the context of Victorian planning policy, the Victorian Climate Change Framework aims to improve the inclusion of climate change issues in land use planning provisions.

Hume Regional Strategy 2010-2020

The Hume Strategy for Sustainable Communities 2010-2020 (Hume Strategy) is a ten-year strategic plan, endorsed by the 12 councils in the Hume Region and the Hume Regional Development Australia (RDA) Committee. The purpose of the Hume Strategy is to provide the framework to identify strategic regional priorities and guide future investment decisions.

Key directions and actions of the plan include

- Anticipating and adapting to the effects of climate change
- Strengthening communities, increasing resilience and enhancing liveability
- Increasing renewable energy capability and uptake for a low carbon energy future

Regional Catchment Strategies of the Goulburn Broken and North East CMAs (2013-2019)

Regional catchment strategies (RCS) are the primary integrated planning framework for the management of land, water and biodiversity resources. They seek to integrate community values and regional priorities with state and federal legislation and policies.

Both the GB CMA and NE CMA develop and operate a RCS in partnership with local communities and partners. The CMAs work in partnership with councils in a range of natural resource programs. Climate change is a key challenge to the future of the region's environment and its communities.

Greenhouse Alliance Climate Change Adaptation Strategies

- GBGA Goulburn Broken Local Government Regional Climate Change Adaptation Plan (2011)
- NEGHA North East Victoria – Adapting to a Low Water Future (2011)

For this Strategy, the recommended actions from these strategies were examined for their relevance for collective action across the GBGA as it is today. This highlighted the strategic issues included on page 5.

Other Influences on this Strategy

At the August 2018 planning day for this Strategy, Councillors and officers used the PESTLE tool (political, economic, social, technological, legal and environmental) for factors bearing on the GBGA work in the next 4-5 years. This identified a series of issues that grouped into the following key areas:

Policy relating to rate capping, external legislation and mitigation and adaptation opportunities

Political Electoral Cycle Impacts – both state and federal

Climate Change Urgency – climate impacts are now visible, community awareness has developed about growing risks

Community Involvement and Expectation – the growing interest and proactive leadership of groups in areas such as community energy development

Technology – the increasing viability and rapid development of new technologies such as pumped hydro, hydrogen, renewable energy

Governance – maintaining the alliance and its strengths and preparing for the next auspice

Partnerships – potential partnerships to benefit the GBGA work

Communication – a range of actions need to be planned and communicated in a coherent way

– opportunities to increase skills transfer within the alliance and externally

Sustainability Principles and Definitions

The GBGA has resolved to plan and act in a way that is consistent with sustainability principles. In developing policy, projects and advocacy the GBGA will be guided by these established principles (ICLEI, 2016 unless otherwise stated; <http://resilient-cities.iclei.org/resilient-cities-hub-site/resilience-resource-point/glossary-of-key-terms/>)

Climate Change	A change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods (Victorian Climate Change Act 2017)
Mitigation	Technological change and substitution that reduce resource inputs and emissions. With respect to climate change, mitigation means implementing policies to reduce greenhouse gas emissions and enhance sinks.
Adaptation	Any process of adjusting to actual or expected climate and its effects that— (a) in human systems, seeks to moderate or avoid harm or exploit beneficial opportunities; and (b) in natural systems, may be facilitated by human intervention (Victorian Climate Change Act 2017)
Resilience	The capacity of a social or ecological system to cope with hazardous shocks and stresses in a timely and efficient manner by responding, adapting, and transforming in ways that restore, maintain, and even improve its essential functions, structures, and identity while retaining the capacity for growth and change
Vulnerability	The degree to which someone or something is susceptible to, or unable to cope with, a hazard. Vulnerability is a function of the character, magnitude, and rate of hazards to which a system is exposed, its sensitivity, and its adaptive capacity
Sustainable Development	A form of development that meets present-day needs without compromising the ability of future generations to satisfy their own requirements. It aims to improve individuals' living conditions whilst preserving their environment in the short, medium and – above all – long term.
Precautionary Principle	A decision, policy, program or process should not rely on a lack of full scientific certainty as a reason to postpone appropriate measures to prevent serious or irreversible loss or damage (Victorian Climate Change Act 2017)
Intergenerational Equity	This refers to the concept of fairness and justice for future generations. In the Victorian Climate Change Act 2017, this is acknowledged by principles to ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations and that any adverse impacts of climate change are minimised for future generations, including by preserving adaptation opportunities.

GOULBURN BROKEN GREENHOUSE ALLIANCE

STRATEGIC PLAN 2018 - 2022

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 our aims in four domains of action:

- **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

Strategic Objectives

The strategic matrix on page 14 sets out the GBGA strategic objectives within each of its domains of action.

Action Plan

The action plans for each domain of action and the strategic objectives are set out from page 15 onwards. In each plan, a column 'Foundation Actions and Resources' sets out the past GBGA experience, projects, examples and other resources that can be drawn on when implementing future actions.

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.

NOTE The GBGA is organised by an Executive Officer that is funded by the Alliance member contributions.
Further staffing that is needed to manage collaborative projects must be obtained from external funds

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
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Learning Aims and Actions			
Aim	Foundation Actions & Resources	Planned Action	When
1.1 Deliver capacity building programs to members, and key stakeholders	GBGA local government sustainability training 2014 Connection within members to involve different units than environment units in projects	a) Provide information and resources to support member decision making and program delivery b) Provide 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 c) Support capacity building for identified projects including specific learning forums/webinars. This is likely to include - collaborative procurement of renewable energy (PPA) - monitoring GHG emissions using carbon accounting, - use of prior climate change education program, and emerging issues, d) Communicate and scale smaller group action or projects to benefit all members eg GBGA Sustainability Indicators	Ongoing Ongoing Ongoing Ongoing
1.2 Undertake research to increase knowledge.	GBGA Local Government Climate Change Adaptation Strategy 2011 including Spatial Assessment Tool Development NEGHA North East Vic – Adapting to a Low Water Future 2015 GBGA Climate Smart Agricultural Development CSAD 2016 GBGA Electric Vehicle Study 2017	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 page 7 c) Develop links with learning institutions and other agencies to access research for GBGA projects	2019/20 and 2020/21
1.3 Combine GBGA projects with showcase and learning opportunities for the community, business and industry sectors	GBGA website GBGA EV Public Forum 2018 Public consultation for GBGA CSAD project	a) Create a Communications and Engagement Plan - using social media, web, presentations, conferences, GBGA 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	2018/19 Ongoing

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
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Communication Aims and Actions			
Aim	Foundation Action and Resource	Planned Action	When
2.1 Provide information and resources in innovative and engaging ways to inspire internal commitment within member organisations.	Website storybook approach for the GBGA CSAD project	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	2019/20 2018/20
2.2 Be recognised as the central point for climate change information and coordination for GBGA members	Existing profile and cooperation with government agencies, other Alliances, and community sustainability groups	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)	ongoing
2.3 Advocate on key policies affecting members in the region.	Advocacy submissions with other Alliances and solely as GBGA	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)	2018/19

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
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Partnership Aims and Actions			
Aim	Foundation Actions & Resource	Planned Actions	When
<p>3.1 Increase interaction and collaboration, between member organisations in the region, on mitigation and adaptation climate change projects</p>	<p>Historically strong partnership relationships and sharing culture</p> <p>Demonstrated capacity to deliver regional projects</p> <p>Watts Working Better project</p> <p>Climate Smart Agricultural Project (CSAD)</p> <p>Spatial Assessment Tool Learnings</p> <p>GBGA meetings</p>	<p>a) Work with DELWP, CMAs and other regional partnerships to influence and contribute to policy eg Renewable Energy Roadmap, regional and state planning policy</p> <p>b) To reduce the extreme risks of climate change, develop GBGA member mitigation projects to reduce greenhouse emissions, for instance energy efficiency projects</p> <p>c) Develop a skills matrix of GBGA members to leverage internal skills for benefit of members</p> <p>d) Formally involve other organisational units in project work</p> <p>e) Conduct a snapshot assessment of TAKE2 pledges for success and future approach and plan implementation</p> <p>f) Review past projects for reflection and learnings and ongoing skill and project development</p> <p>g) Investigate and develop adaptation and mitigation projects. This may include - further development of CSAD - appropriate action and education to support programs for low income households and vulnerable groups - improving take-up and activity of EVs in the region</p> <p>h) Implement collaborative projects approved by the GBGA Committee</p>	<p>2018/19</p> <p>2018/19</p> <p>2019/20</p> <p>Ongoing</p> <p>2019/20</p> <p>2019/20</p> <p>2018/19</p>
<p>3.2 Develop strategic partnerships external to the GBGA to further identified Alliance projects</p>	<p>Formal partner in GBCMA Regional Partnership gives connections to other stakeholders.</p> <p>Collaborator in Victorian Alliance action</p>	<p>a) Investigate formalising the partnership with Alliances</p> <p>b) Link with community networks leading the development of areas on page 8 eg local renewable energy</p> <p>c) Effectively share projects and results through member organisations, and other agencies and networks and into the community</p> <p>d) Develop strategic relationships with networks that can contribute to GBGA projects eg climate change & MHWP</p>	<p>2019/20</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

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
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Governance Aims and Actions			
Aim	Foundation Actions & Resource	Planned Action	When
4.1 Ensure GBGA's financial security and ensure staffing levels meet GBGA's needs.	GBGA supported by full time EO Investigation of GBGA structure options (2016)	a) Research and report funding opportunities to members and develop project proposals as appropriate b) Include internal project officer resource in any application for grant and other external funds	Ongoing
4.2 Strengthen existing relationships between GBGA member organisations to inspire members and maintain member participation.	Development and inclusion of associate members, transitioning to full members	a) Investigate options for non- members to be partners in projects as appropriate b) Improve understanding of GBGA role and work across member and non-member organisations (part of Communications Plan) c) Ensure that communication, projects and programs consider all members	2019/20 Ongoing Ongoing
4.3 Implement good governance practices in GBGA to maintain a stable organisation	GBGA: 2017 structure, MOU & Rules of Operation Strategic Plan development DELWP governance study 'Climate Change Adaptation Governance Assessment' 2017	a) Develop effective officer meetings to benefit GBGA work b) Every 12 months review the operation of the GBGA for the next year eg meeting locations and program c) Proactively plan the next MOU and auspice (to commence mid 2021) d) 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 e) Refine and strengthen the Alliance Committee through a clear role, action plan and effective membership f) From member information, review and update the DELWP 'Analysis of Climate Change Adaptation Governance Across Local Governments in Victoria' g) Support members to include climate change in governance and policies h) Alliance Committee and EO develop governance policies as directed (eg use of GBGA logo) i) Develop a criteria list to evaluate the relevance and suitability of any proposal for GBGA action	2018/19 2018/19 2019-20 2019-22 2018-19 2019-20 2020-22 Ongoing 2018/19

<p>4.4 Assess and report on the outcomes of collaborative action.</p>		<ul style="list-style-type: none"> a) Develop a process for review of all projects undertaken to identify learnings and continuous improvement b) Develop a tool to assess the health and effectiveness of the GBGA Committee and the Alliance Committee over time c) From this Strategy, produce an annual Business Plan and report against it each financial year, Analyse performance and demonstrate value for money 	<p>2018/19</p> <p>2018/19</p> <p>ongoing</p>
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