

OUTCOMES, REFLECTIONS AND RECOMMENDATIONS REPORT

Goulburn Murray Climate Alliance
Strategic Planning Workshop
Conducted on Thursday 17th February 2022

Author Leah Sertori

Version 0.1

Date 21 February 2022

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INTRODUCTION

This document reports on the outcomes of Goulburn Murray Climate Alliance's Strategic Planning Workshop, conducted on Thursday 17 February 2022. It includes reflections on how the group is working and recommendations to develop and mature collaboration.

I would like to highlight the contribution made by the GMCA's Executive Officer Carole Hammond and Project Steering Group, in sharing expert knowledge, input into workshop design and facilitation. The Executive Officer provided feedback that was insightful and timely, shaping the workshop design in ways which delivered positive results. The quality, depth and breadth of research, consultation and stakeholder engagement leading into the workshop, (commissioned and coordinated by the Executive Officer) was instrumental to achieving outcomes on the day.

DELEGATES

100% of GMCA's member organisations were represented at the Strategic Planning Workshop.

Of the 13 Local Governments in attendance, eight were represented by both Councillors and Officers.

13 were represented by Officers.

Both Catchment Management Authorities, North East and Goulburn Broken participated in the workshop.

DELWP as an Associate Member was represented.

Falls Creek Alpine Resort Management Board represented the Alpine Resorts. A list of delegates participating in the workshop is included as Attachment A.

WORKSHOP OUTCOMES

GMCA's Strategic Planning Workshop was held on Zoom, on Thursday 17th February 2022. Participants worked through a structured agenda, to explore ideas and test assumptions under each major theme in the Draft Strategic Plan.

PRE-WORK

Participants received a briefing pack, prepared by Carole Hammond two weeks prior to the workshop. The pack included a discussion paper, draft strategic plan, outcomes from an extensive member survey and agenda for the strategy workshop.

It was clear that GMCA members came to the workshop well prepared. The 35 participants on the zoom call had read the material and considered the strategic context for their organisations, as members of the GMCA.

Outcomes and Reflections from the Strategic Planning Workshop Include:

Outcome

Members contributed to a shared awareness of the context for the GMCA Strategic Plan 2022-26. Members offered observations about the strategic context using an idea from *The Practice of Adaptive Leadership*, making observations about their individual situation close up (from the dancefloor) and about trends, challenges and opportunities they observe from a distance (from the balcony).

Reflection

As we listened to the plenary discussion on the context for GMCA's strategy 2022 -2026, I made the following notes:

- Members interpretation of the strategic context differs depending on their formal role, experience and geographic frame.

Recommendation 1

Bring members together to discuss their interpretation of the strategic context in which they work. Help members who are new to the field of work, or serving in a new role, comprehend complexity through informal dialogue. The Cynefin Model/Views of complexity may offer a framework for diagnosing the degree of complexity the GMCA operates within.

Outcome

Members touched on the fluid nature of threats in the landscape, noting threats change from year to year as well as decade to decade. This was evident in members remarks about fire and the COVID pandemic.

Recommendation 2

Host a half day strategic planning workshop every 12 months, to reflect on the context for the plan. Provide opportunities to make changes to statements of priority, to the sequence of implementation plans, informed by changes in the environment, access to resources and other factors.

Outcome

Members received Dr Ameeta Jain's presentation on Localising the UN Sustainable Development Goals. Dr Jain's presentation helped members identify the benefits of aligning the GMCA Strategic Plan with relevant UNSDG's.

Observations

- The design of the workshop was constrained to a half day session, to encourage maximum attendance and engagement.

- The tight time allocations for each section of the workshop constrained what could have been a much richer dialogue with members about the relevance of the UNSDG's to GMCA's strategic plan and advocacy agenda.
- Limiting time for question and conversation about localizing the SDG's may have influenced resistance to measuring and evaluating the GMCA strategy- with targets aligned to SDG's later in the workshop.

Reflection

Striking a balance between attendance, engagement and building understanding is always challenging in strategy work. The workshop design included a session for information on the SDG's (Localisation) and a session for decision (measurement and evaluation).

If we ran this session again, there may be benefit in separating sessions which aim to share information, build awareness and understanding, from the sessions which require decisions.

Recommendation

Members may benefit from hearing the information giving piece from Dr Jain again, before the GMCA puts the strategic plan forward for approval. There may be benefit in editing the recording of the session, where Dr Jain explains localization and the value proposition for measurement and evaluation aligned to SDG's and hosting a live webinar discussion. If this option is considered, it should be extended to a broader audience across the membership.

Outcome

Members workshopped the four goal statements included in the draft strategic plan. Members worked through a structured process to share ideas, discuss priorities and inform implementation approaches for the four goal areas.

Detailed comments were captured on the Miro Board, included as Attachment B with this report.

Observations

- Members agreed with the goals areas of Advocacy, Capacity Building, Mitigation and Building Resilience.
- Members seemed highly engaged by emerging programs and projects identified in the survey conducted by the EO prior to the workshop. Members prioritized programs and projects by ordering their notes on the Miro Board. The executive officer will need to translate those comments into an implementation pathway in the strategic plan.
- Members collectively identified the value of an advocacy plan for the GMCA. It was interesting to note that Councillors asked for an advocacy strategy with clear 'asks' of State and Commonwealth Governments.
- It was interesting to observe the number of times officers limited their aspirations for programs and projects, due to resource constraints.

Recommendations

It is recommended the GMCA explore some work under the capacity building goal, to facilitate the mindsets, behaviours, skills and processes the membership need to achieve the strategy. The membership collectively seem to have a scarcity mindset which is interesting given the number of LGA's that have declared a climate emergency in the region. Members may benefit from support to

act politically, to significantly increase their bandwidth and access to resources to meet the challenges identified in the strategy.

It is recommended that any capacity building work include officers currently serving in roles directly connected with the work of the GMCA and those whose objectives are broadly aligned, (economic development, healthy communities, emergency response). The GMCA may also wish to consider broadening the scope of capacity building programs to target officers with an interest in this field of work, to build bench strength and facilitate succession.

Outcome

Members workshopped the draft statements of vision and purpose and provided feedback.

Observations from the plenary session on vision and purpose

- The draft vision and purpose were well received. Although there were robust discussions about terminology used in both statements, neither was rejected outright by any break-out room.
- Comments tended to focus on the length of each statement.
- A common theme was about the term community and some confusion about whether the GMCA has an interface with community- or is more of a professional association working on behalf of members with no public/community interface. This is an area I would encourage the GMCA to explore more. It seemed there were different interpretations of the role of the GMCA.
- The executive officer and PSG now have the task of integrating that feedback into a revised version of the vision and purpose.

Measurement and Evaluation

Outcomes

- Members were introduced to a framework, to provide an overarching logic for evaluating the work of the GMCA. This draft framework, prepared by the executive officer was warmly received by the group as a one page, visual representation of what the GMCA is working to achieve.
- Members were introduced to a case for measurement and evaluation, using targets aligned to relevant UNSDG's.
- Members were informed about the extent to which their existing strategies included targets and indicators to measure progress toward their goal statements.
- Members were educated about what good and best practice looks like, in the field of measurement and evaluation for sustainable development goals in Australia and internationally.

Observations

- Members require time and support to digest the information they received in the presentation from Dr Jain.
- Members may benefit from another workshop with Dr Jain, to actively workshop which SDG's the GMCA Strategic Plan should reference and measure.
- Members will need support in making the case for sharper targets and indicators within the organisations they serve.

- We did not reach consensus about the value of the GMCA aligning its Strategic Plan 2022-2026 to the UN SDG's. There was strong interest and engagement in the idea but not agreement. It will be important for the GMCA to take an inclusive approach to working with members through the process of exploring and adopting the UNSDG's, associated targets and measures, to avoid factions forming within the Alliance.

Recommendations

- Further work is required with the membership, to make the case for aligning the GMCA's strategy with the UNSDG's.
- Further work is required to explore which SDG's the GMCA should adopt, measure and report on, and to identify those measures, targets and indicators.
- These two pieces of work are distinct. It is recommended the GMCA workshop them separately with at least one week in between for members to process the information and make decisions.

Leadership and Governance

Outcomes

Members workshoped ideas about how they plan to exercise leadership to achieve the strategy.

Members held those discussions as either Councillors or Officers.

- Councillors discussed movement building, removing strategic obstacles and capacity building.
- Officers discussed knowledge sharing, capacity building and operation as a community of practice.

Observations

- There seemed to be a lot of low hanging fruit in the Councillors session.
- Councillors want time together, to discuss strategy and tactics for advancing the agenda of the GMCA within their councils, with State and Commonwealth governments.
- Officers identified high value, low effort activities that could be implemented in the first year of the new strategy, facilitating a knowledge bank, sharing briefing notes, strategically using resources.

Recommendations

- Convene a Councillor 'leadership circle' at least once a quarter.
- Capture the Officers recommendations in an action plan and price the implementation.

Additional reflection (out of scope).

Early thoughts on a leadership framework for the GMCA

The GMCA might consider the benefits of developing a leadership framework for building capacity within the membership. The GMCA might like to explore how the governing group (members) could apply for a role at the decision making table, commenting on their demonstrated capability in the following domains?

5 Leadership Practices Kouzes & Posner, 2011	Adaptive Leadership Heifetz, Grashow and Linsky, 2009
Model the Way <i>The leader's credibility</i>	Leaders must be relatable to the team, in order to work with the team.
Inspire a Shared Vision <i>The goal should benefit everyone</i>	People have to be willing to be part of the solution.
Challenge the Process <i>Risk taking and experimenting</i>	Experimental mindset is necessary.
Enable Others to Act <i>Teamwork</i>	Requires collective wisdom to overcome complex issues
Encourage the Heart <i>Motivation</i>	Capacity to deal with constant setbacks.

References:

- Kouzes, J.M. and Posner, B.Z., 2011. *The five practices of exemplary leadership* (Vol. 225). John Wiley & Sons.
- Heifetz, R.A., Heifetz, R., Grashow, A. and Linsky, M., 2009. *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Harvard Business Press.

Collab makes
things
possible, like
VECO

**How will we keep the spirit of collaboration
at the center of our work?**

**What will we do during the workshop,
to hold our attention on working together?
Today and in the future?**

Don't forget to celebrate
the wins we achieve
together - big or small -
reminds us of what we're
achieving and inspires
others to jump onboard
this or the next project

Keep the
benefits of
collaboration
in mind

Kepp
partnerships
in mind

Keep
celebrating
wins

Think
regionally

Break out groups, place your notes here

Share the air time.

Listen actively to others

Breakout Room 6
Empathy, respectful and active listening, big picture thinking, we are all here for the same reason.

Create shared resources across Indi around Climate, Sustainability and Environment

motivate and inspire each other too push boundaries - we are so much more powerful together!

Basecamp works well for collaboration

partnerships -not doing things individually

Morning

Projects that are mutually beneficial and build regional capacity

5. Ease of knowledge sharing through Basecamp rather than emails

Making time to talk to people - each other and the community

pooling resources - as we are under resourced share all we can!

Open communication. Everyone speaks up

brainstorm, no bad ideas

listen carefully and make space for new thoughts

Ok I am now on the dance floor - cheers, Anthony

Our interpretations of the strategic context from the dancefloor

Communicating
impact of
inaction

councillor
and officer
interaction

Getting
overwhelmed by the
'hustle and bustle'
of everything else
happening in council

Getting
buy-in from
the top

Making climate
action business
as usual across
the organization

Data is important
- getting the info
we need to put
together the big
picture and show
outcomes

Our interpretations of the strategic context from the balcony

Diverse councils, may need specific working groups to group similar councils together.

Getting case studies of climate impacts/actions from around the region to show staff and get buy-in

Need to include the community - facilitate/partner rather than 'do it all'

Efficiency - not having to reinvent the wheel.
Learning from one another

Collective projects/
reporting can make more impact

Our interpretations of the strategic context from the dancefloor

How do we turn
the ship around
with limited
resources and
differing
priorities?

Getting larger
Councils to
help smaller,
resource poor
Councils

How do we
best report
back from
alliance to
Council?

Our interpretations of the strategic context from the balcony

Combine knowledge and experiences to align with state and federal govt policy and advocate to go beyond these policies to do even better.

Council's all have the same ideas and issues but priorities vary, use the alliance to achieve the best outcomes for these issues

Working at an alliance level allows potential for greater freedom, for action - 'everyone else is doing it' mentality.

Alliances of alliances further amplify all of these benefits

Our interpretations of the strategic context from the dancefloor

Councils working
together
recognising
different stages of
development.

regional
perspective

support
individual
councils

Need
understanding of
decision makers
of climate issues
and GMCA (CEO
and councillors)

Our interpretations of the strategic context from the balcony

Finding the potential for partnerships between member Councils and their communities

Emphasising the importance and urgency of emissions reduction / mitigation, not just adaptation

Regional and local focus, in context to State / Fed.

Our interpretations of the strategic context from the dancefloor

Each organization
is looking for
collaboration to
address the
current climate
change challenges

To link NRM eg
biodiversity in
to our thinking
for the way
forward

Collaboration
on projects to
reduce
emissions

Providing support
to the EO -
strategic
direction, put own
stamp on things

Our interpretations of the strategic context from the balcony

Opportunity to take a step back and revisit from a regional perspective what the next phase of the alliance should be.

Trend: Lag between demand and supply (infrastructure) for renewable energy

Trend: greater community engagement

One challenge is how to make EVs viable in a rural region

Another challenge is to find a strategy that meets every orgs expected outputs

Strong focus on energy and mitigation and less focus on biodiversity protection (which is needed)

Biodiversity challenge needs to be brought to the table, and how do we bring in other organisations to the mix

Our interpretations of the strategic context from the dancefloor

Specific
roles in the
strategy

If the action plan
can be linked to
council plan,
incorporated and
timelines match.
That way the actions
will happen.

How to share the
info back into the
broader council i.e.
communication, buy
in, CEO involved etc.

All of us are
focussed on
emissions
reduction

Aligning priorities
and picking low
hanging fruit for
the councils to
contribute to.

Our interpretations of the strategic context from the balcony

Strategic actions reflected in council plans

Shared costs and resources to help councils transitioning

Climate Alliance take a more advocacy and communication role to build the profile of the Alliance.

Shared and united communication messages across the region on climate action, to reduce confusion and stimulate action with communities/businesses

Face to face communication from the Alliance to brief each councils. Not just the council rep.

Sharing experiences and good stories between councils to motivate each other to act or copy the early adopters, fast track projects - share templates e.g replicate Shepp's One Tree for Every Child project

Sharing practical outcomes that are working for similar sized Councils

Our interpretations of the strategic context from the dancefloor

Infrastructure
for the
community

Meaningful
and visible
change in the
community

Resourcing
- cant be
too time or
\$ heavy

Concerned
about local
policy

inside councils - need
strategies that makes
actual change happen on
the ground, getting
programs through to the
council - street lighting
program as example -
infrastructure

Clear and
concise actions
to be taken by
councils - lots of
noise

Community
education -
can be more
conservative
regionally

Our interpretations of the strategic context from the balcony

Providing knowledge to councils to push for advocacy and projects

Providing tools for councils

Transitioning local government to business as usual emission reductions projects

Knowledge sharing

Funded community projects

advocacy role - how to do effectively

Social acceptance of new energy infrastructure

breaking down silos between council infrastructure and environment officers, spreading the opportunity and knowledge

Shared resources

make emissions reduction by Councils a BAU practice - facilitation and doing

Empowering councils to empower community groups - round table as opposed to a line

All pulling in the same direction to make noise effectively

Driving policy changes at all levels of gvt via advocacy

Our interpretations of the strategic context from the dancefloor

Our own
council actions
that relate to
climate

pulling in
same direction
as a
community/m
unicipality

council climate
change plans
and enviro
strategies

Our interpretations of the strategic context from the balcony

Need to listen to leaders in community and facilitate unity across community

Need to change perspectives more of individuals from the dancefloor to the balcony perspective

Sharing of technical info helps and saves efforts

More opportunities to visit other municipalities and learn from each other would be good

Sharing briefings, so we have a shared approach

Strength in numbers - supporting and strengthening each others efforts - ie. EVs, transition and purchases

joint procurement opportunities

Fleet and waste

Sharing of info, collaboration and sharing of real experience - more sharing/presentations among members could be useful

more reasons to come together and join forces will make us more effective

Learning from each other

We are looking at Councils like hubs on the dancefloor - with links between us - hubs have communities around them.

Opportunities to partner with community

Collaboration on specific projects. Strength in our numbers.

Having Alliance staff come and brief each Council.

Align and coordinate advocacy

Collective reporting

Help the social acceptance of uptake of renewable energy.

Capture knowledge-sharing briefing papers etc

Emphasising the urgency of emissions reducing - not just adaptation

Strengthen the Alliances role in advocacy and communication.

Opportunity to reflect and revisit the role of the GMCA

How do we make renewables viable in a rural area?

Strengthening alignment between Alliance Plan and Council Plans

Providing resources and tools for Councils.

variation councils helpful to talk to each other

Have both a regional and local focus

Finding the potential for partnerships

Lag between demand and supply of renewable energy

Sharing good stories of what's worked.

Looking at where the community is at - see what their needs are - build community consensus

Greater focus on community engagement and like to see that trend continue

We need a greater emphasis on biodiversity

How can we partner with other organisations around biodiversity

Strategy work is complex, hard to meet everyone's expectations

Leverage wins from early adopters.

Facilitate knowledge sharing

Anything that can help ease the strain on resources.

Individual councils need support

This is a massive issue. We are poorly resourced. We need to partner

1. **Advocate**- to influence, inspire and advise those who legislate and lead.
2. **Build Capacity**- to strengthen regional expertise through learning and partnership.
3. **Mitigate**- Projects to replace emissions heavy technology and extract those already emitted.
4. **Adapt**- projects that create an economically, ecologically and socially liveable region.

Advocating to
the right
people at the
right time

Promote we are working with others - not working alone.

Advocating to our communities - diverse communities to reach urban to agriculture

Could also highlight fiscal connection to the community - how these actions will also save money for our residents.

How do you make people interested in this - not everyone understands how it impacts their world

Advocating back to our Councils - how do we bring information back to our organisation

How do we communicate with our communities? What does advocacy mean in relation to the community?

How do you make this relevant to the average resident in our municipalities?

Develop an Advocacy Plan for the GMCA

What messages are we sending to our community?

Do we know where the areas are where we can get the most transaction - low hanging fruit, best result for investment. E.g. Looking at the emissions footprint and technologies available.

Collectively try and influence the state government to act on their emissions, lead by example. We need everyone on a similar page.

Stretch goal - We need a low emission option for diesel and landfill - we need to work with others on this.

Community profiling of emissions - E.g. farming and electricity consumption may be the biggest emitters.

Advocate with farmers/ agricultural organisations to improve ag buy in with both mitigation and adaptation

Partnering with other organisations

Work together to cast a bigger advocacy net

GMCA advocacy plan is the song sheet we all sing to, albeit with varying priorities

Support Catchment Authorities Regional Catchment Strategy - advocate for their work instead of repeating work they are doing

Work with community organisations for advocacy

REZ
development

Advocate internally also to make sure all speaking same language

List of key stakeholders and who else to advocate with e.g. community energy groups

State Government, Regional (CMAs), DELWP, MAV, Landcare, Community Groups etc

Border communities
- holistic
management
between
government -
Shared resources

Advocacy is broad
enough to apply
to every member
but not too vague

Advocacy is very
attainable as a
group due to group
structure. should be
high priority - Very
important service

Stretch Goal:
expansion of
scope, look at
growing trends

Being able to
share advocacy
with alliance
members and
CEO

Advocacy to
the Ag sector -
capacity,
knowledge bui

North east
waste
forum
advocacy

How do we
share what we
learn? to help
joint advocacy

Create a
resource list
of documents
and skills etc.

create shared resources -
to make climate actions
easier and more efficient
for members. e.g. IWM
knowledge hub, CASBE
doing template council
reports etc

Identify
champions
within the
alliance for
different topics.

Building the tools for officers
to confidently build the
capacity of community in
relation to climate
change/emergency

Targeted capacity
building for
decision makers.
Exec level and
council

Targeted capacity
building for other
areas of council and
organizations eg.
engineers/planners/
finance

stretch goal
- knowledge
hub for
GMCA

We need to focus on delivering projects on the ground - capitalise on current focus on renewable energy, EVs etc

Explore opportunities for public private partnerships for project delivery

Learning from other Alliances

Enhance opportunities for Councillor participation - what is the role of Councillors in the GMCA?

Defining roles - what is the officer role versus Cr role

Review current meeting structure, roles, responsibilities to improve productiveness

Investing in leadership to build capacity in our communities

Building climate champions to support each other and help advocate climate messages

Case studies to help communicate success stories and innovations e.g electric trucks

Gain broader experience and identify innovations from around the globe.

Stretch goal: 50% (worldview, perception) of our community is in favour of mitigation. Not sure if 50% is the number.

Eliminate politics of knowledge - share valuable knowledge from those working with and on the land.

Encourage social spaces where we can communicate political ideas eg. a hub for farmers

re. social spaces - tapping into the brainpower that exists in the community - break the barrier created by job titles

Do projects
together,
strength in
numbers

Implementation

Climate
policy and
carbon
accounting

Carbon
accounting

Expand our
reach through
external
knowledge-
sharing

Shared
training
opportunities

Range
of tools
to share

Sharing information
with one another
rather than reinvent
the wheel - Share
resources and learn
from one another

Platform for
internal advocacy
to grow shared
agenda - build
strengths

Strategic in
organisation of
learnings/capacity
building - e.g.
project teams
experts in areas
who are the go-to

Building capacity
in other internal
teams outside
typical
environment
teams

Knowledge
building

Sequestration:
very key goal to
aim for for
councils. how can
councils facilitate
and gather data

Moirra - 71% is
ag land huge
opportunities
in
sequestration

Collective
ability to raise
funds for
feasibility
studies

Projects in
this space
(solar
farms etc)

Cross links
between
councils to
help share
carbon offsets

setting a target
and pathway
for community
emission
reduction

creation of a
monitoring
framework used
by the whole
alliance and aligns
with UN goals

Water
efficiency
projects - e.g.
water pumps

Main Road and
remaining road
street lights to
LED (combination
of advocacy and
mitigation)

regional
hydrogen
hub

Leisure
centers -
no gas

Stretch - All electric
councils using 100%
renewable for
corporate emissions
and have a target
for community
emissions

Virtual Energy
Networks -
using what we
have more
effectively

Deliver large
scale
collaborative
projects across
the region

Prioritise
projects -
some small
quick win
projects,

How do we
know what
good results
look like?



Understand
and target
the biggest
emitters

Provide
knowledge and
data to emitters
on how they can
address issues.

What do we
have solutions
to currently
that we can
adopt early?

What can we
influence? E.g.
Agriculture is
hard

Create a matrix of
innovations/mitig
ation options with
the level of
emissions to help
prioritise action.

Proactive approach -
bounce forward to
change as opposed
to bouncing back
from change.
Resilience, diversity,
modularity

Heavy plant and
equipment are the
biggest emitters for
regional Council - we
need affordable ZEV
alternatives in the
Australian market

Livestock methane
emissions reduction
technologies -
education and
connectivity to the
technology providers
and the information

Resource recovery
from landfills.
Waste hierarchy -
Reduce/reuse/recycle
and then methane
abatement from
landfills

Public and
active
transport are
not a focus in
regional areas

Street lighting
changes could
be done

Fleet and
infrastructure



Recycle and
reusing -
waste
hierarchy

Sustainable
Agriculture -
carbon
sequestration/red
ucing emissions

Scope 3 emissions in Council emissions profile mainly from goods and services procured - area that needs to be in the conversation (raise awareness).

Bulk procurement opportunities - purchase agreements

Alliance role in carbon accounting - to support and lead in this space to build capacity

(Also in build capacity)
Understanding key stakeholder forums and opportunities to normalise practices to mitigate

Councils looking at offsets - role to play in this area. May be resources in Councils but need to understand how best to use these?

Opportunity for local carbon offsets - share learnings

Opportunities for mitigating agriculture emissions or understanding what's happening around us in this space

Hydrogen space
is really exciting
- opportunities
here are exciting

Agriculture

Collaboration
with NEWRRG

Green spaces
- - urban
cooling
projects

Alternative
water
sources

Helping Councils to
understand the impact
of future emergencies
and how climate
change will impacts the
frequency and severity
of emergency events

Education across all
areas (community,
industry, organisations)
to influence behaviour
and implement
adaptation thinking
into BAU proceses

helping
agriculture
to adapt.

Understanding what's happening around you (data) to help make decisions.

Need to link bad weather events to climate change to help people think about what needs to change.

Build the capacity to change / change culture / appetite for change

Identify areas where it's difficult to change in response to climate change so we need to make sure we get them right e.g. planning housing estates, building codes

Holistic livability approaches - eg. public 'cool spaces', public transport etc.

Emergency management - How does the alliance fit into the state, regional, municipal and community emergency management planning framework. Also educating the community in this space

Real Education projects that address everything we've talked about today. In all directions externally and within councils.

Make sure we have a focused direction - taking 1 bite a time of the elephant

Overlap here -
reduce emissions
through changed
farming, but have
crops that can
handle a different
climate

Biodiversity and
ecology is more
led by CMA's -
we can play a
support role

Naturally
cooler
towns
project

Water
resilience -
recycled water
- partnership
with GV Water

Portfolio of
strategies -
sharing
success stories

Regional
Catchment
Strategies -
project
opportunities

Powerful to
share
success
stories

Infrastructure
projects -
community
focus

Behaviour
change
programs

climate
change and
health
impacts

Regenerative
ag project -
how do we
approachn the
ag community

Industry
group
relationship
building

Advocating to the right people at the right time, government department at election or budget time.

Highlight internal advocacy- within members and councils themselves. List of key stakeholders that people are engaging with. Engage our own community groups. Council as an opp for networks- as a conduit. Some room to spread our advocacy- with CMA, DELWP, Landcare,

Agree with the list of projects in draft plan. We notes the importance of keeping the region in discussions e.g EV charging and renewable energy.

when we advocate. We need to show we are a large group and we've done a lot. We need to be able to show what we've done when advocating with community and government. Advocacy plan- targeting community and government at all levels. Fire and floods infrastructure costs are backwards- we get funding after the event. Can we collect data about the value of funding these weather events in advance.

Diverse member base- advocacy needs to apply to all members but not be too broad. Advocating is attainable. Good, targeted advocacy. Grab emerging themes in advocacy plan. Share what we've learnt with other Alliances. Will allow us to be more powerful. Investigate a solution around collective communication. Plan to advocate to the agriculture sector.

Advocacy out and around- to cast a wider net, with farmers and agricultural orgs. Advocating for their work instead of replicating. Tapping into the brains trust, for advocacy to, with and from them.

getting the biggest bang for buck- low hanging fruit for advocacy. collectively influence State Government to act on their emissions as well. low emission options for diesel and landfill. community profiling of emissions- farming sector and how they are dealing with emissions.

Stretch goal for knowledge hub.
Create a list of resources and skills. Having go-to people. Especially when new staff come in. So many opportunities- 8 new forums!!!
Targeted capacity building for decision makers, for those outside sustainability areas, so it becomes business as usual across LGA

Build general knowledge and communication. Hard to work with people who are unaware. sequestration is key. how councils can facilitate sequestration and gather data within their shires. push for projects in this space.
links to help councils share offsets. Councils on urban fringe are losing land for offsets- opportunity for Moira- for us. Opportunity for fundraising for feasibility studies.

Sharing- we need to share more tools, training opps. Where we have expertise- can we offer training? Ensure our member body has the expertise across our strategic agenda- e.g. hydrogen. Appoint knowledge champions. Share learning. Conduit of ideas- planning teams, ageing population teams- make sure we are spreading information within the Council.

Supporting each other with shared knowledge and partnerships to implement projects. Improving capability and impact. We like the list in the draft. Carbon accounting, project implementation is important. PMO skills are vital. Sharing

eliminate politics of knowledge. sharing knowledge with those working with and on the land. encouraging social spaces where we communicate political ideas. break those barriers down.

to build capacity in our Alliance, it would be good to

Invest in leadership to support climate champions. to support

Regional Hydrogen Hub,
Roads project street
lighting, monitoring
framework that aligns with
UN Goals,
Stretch goal- all LGAs use
100% renewables, moving
leisure centers to gas,

away
from
gas

List of projects in draft
strategy is impressive.
Hydrogen space is exciting.
Multiple opps. Ability to
collaborate with other
groups- NE WASTE GROUP.
Align our pillars and
advocate together.

Procurement opportunities as
new tech becomes available. for
cost saving as well as innovation.
scope 3 emissions as a focus for
procurement. Carbon accounting
supporting capacity building in
this space. prepare case studies.
Offsets- great work in
biodiversity offsets- could we do
the same for carbon offsets?

We note the crossover between
mitigation and resilience.
Pointed out sustainable
subdivisions and EV points are
particularly effective when we
work together. broader impact
for the community when we
work at that level. reducing
methane emissions in

being proactive vs reactive
meeting change where it is
heavy plant and equipmen
are biggest emitters. look

Looking to understand best
value. where are the biggest
emissions sources. provide

Green urban spaces, alternative water, emergency response, helping councils understand how the climate emergency will impact the frequency and severity of climatic events and how to plan and respond to those. Education to Councils to help the community and influence behaviour change.

behaviour change programs. ties into knowledge and education. health aspect of climate change. regenerative agriculture.

Impressed with projects already underway. we'd like to see a portfolio of success stories, to help support decision making with councils. A library of options. A best practice guide. Regional catchment opportunities. Community focus in mind for infrastructure projects.

We like the list. Farm forestry as well as urban forestry. relevant to the region. Biodiversity- importance of DELWP and CMAs as leaders. we want to work in partnership and support their work. And landcare. the new State adaptation plans that have come out recently. working with our communities- importance of supporting our work.

holistic livability approach. its also about the role of the Alliance in supporting public and active transport. Regional emergency management. educating the community. make sure we have a focused direction- take one bite of the elephant at a time. real

Using data to make sense of whats happening around us. improve decision making by using data. building capacity to

as we make progress in the climate space- the term climate gets larger and larger- how do we make sure that we're focusing on what needs to be focused on? What are our priorities?

Second half is good but first part just goes on - almost too fluffy

Could be regional resilience

Needs to be more succinct - shorter

Our communities benefiting from collaborative approach...

More personalised wording for the regional level - plain english

United communities, benefitting from universal and far reaching initiatives from an innovative Climate Alliance that contributes to significant ongoing emissions reductions and increased regional vitality.

We are part of a united global taskforce striving to keep the global mean temperature under 1.5 degrees.

We will facilitate economically and ecologically valuable projects that foster partnership and emissions mitigation as well as climate change adaptation at scale, in the Goulburn Murray regions.

Suggested vision -
"Council's joining forces in
a climate alliance to reduce
the impacts of climate
change on our
communities across the
Goulburn Murray region."

Vision should be
short, sharp to
the point - easy to
understand for
those external to
the alliance

The terms emissions reduction is very specific, particularly when compared to increased regional vitality, which is quite broad. Is emissions the only focus?

"Universal and far reaching" - understand what this is trying to communicate (global issues and bringing global solutions/initiatives to our region) but sounds a bit too global and not as place-based as it should be.

Co

'United communities' is a stretch for GMCA - better to focus on direct remit, member councils and communities as a follow-on.

be realistic, GMCA focus in collaborative member action, not on community development.

maybe read universal and far reaching action to benefit members and their communities

replace
regional
vitality with
'resilience'

remove words like
universal and
united, these are
too broad and
unachievable

"Resilient,
adaptive
communities
benefiting from
an innovative
climate alliance ...

collaborative
communities
better than
united

Is emissions
reduction our
remit, or is our
work much
broader?

Vision should be driven
by GMCA purpose:
"Work collectively to
Advocate, build
capacity, mitigate and
adapt to climate
change"

Bit Wordy,

An Innovative climate alliance supporting communities to significantly reduce carbon emissions and increase (protect) regional vitality.

emergency to reduce ghg emissions and
foster sustainable in our regions

1.5 degrees or less

We relate better to the previous than
new vision

Supporting councils to decarbonise.

Mean
temperature
stays within
1.5

Should be a
one sentence,
strong phrase,
starting with
GMCA

Keep it simple.
Move 1.5
degrees from
purpose to
vision

Too
much
'global'

First sentence
seems too specific
for a purpose,
we'd think this is
more a goal

Second
sentence
is a winner

Perhaps last
sentence finish
with 'in the
Goulburn Murray
regions and
beyond'.

There has been a strong focus on collaboration but it's not explicitly mentioned in either purpose or vision

Might be an opportunity to strengthen the place-based/regional context of this group alternative wording to "Goulburn Murray regions"

GREAT STATEMENT BUT
WILL ALL MEMBERS
COMMIT TO ACTION TO
REDUCE TO 1.5 DEGREES?
WILL NEED conversation
and education before
adopting

second sentence -
should it include
socially
responsible as
well?

a few years ago, GMCA
joined in advocacy to Vic
govt to keep emissions to
achieve 1.5 degrees, many
councils could not support
this. Not all could do it
today either

could talk about
a safe climate
(achieved with
1.5 degrees) to
allow discussion

Drop the first line,

Shift 1.5
degree
wording up
to vision

Good to get 'climate
emergency' wording
somewhere. Bit
more urgency to
wording

Can use word
like "dire" to
hammer home
to challenge
ahead of us

What will we measure under the SDG's?
Discuss Ameeta's presentation and post
your questions below - on the one
frame.

Rm 2 - Thank you for
your presentation,
still digesting the
information before
we developing
questions

Very broad cent
everything, need
to be more
targeted. Keep it
simple and focus on
few things for
success.

Local
groups
measure
things so
they be
GMCA

Group 5
SDG framework is solid, we need to
narrow down the scope to specifically
climate change,
water, land, biodiversity while are
relevant, it dilutes our ability to be
effective.

Concerned with the breadth of
measures, needs to be quite focused
Mindful of resources

While all the SDGs seem
relevant, there may be an
opportunity to only adopt the
key goals initially, and focus on
those that are most relevant
and easiest to measure. Having
fewer goals initially may make it
easier to embed upfront and less
resource intensive

Perhaps its too
broad a scope - can
we look at
narrowing the scope
to find
commonalities
across all councils.

Focus on reporting
on the Alliance's
outcomes, and then
link that to the SDG.
Rather than
reporting on SDG
more broadly.

Yes, a logical
framework.
There's need to
work out specific
measurements

Like the framework -
the link to something
with a global focus
increases consistency
amongst agencies and
increases the drivers
behind projects.

Like that the
SDGs are being
introduced to
local
governments.

Given the alliance has very
little resources would it be
smarter to adopt a
framework being utilised
by other organisations e.g.
Rethink Sustainability have
an existing tool that could
be utilised by the alliance.

- 1) Yes - useful framework - I think goal level it covers everything well enough. At target level it becomes fine-grained
- 2) Measurements missing - but I think these need to be developed by our working group and the framework offers flex in this area
- 3) Would like to see how implementation of SDGs for GMCA could bleed into adoption, to

We like the Theory
of Change
Framework.
Like the link
between the SDGs,
outputs and
outcomes.

WAGA how well
we are adapting
- is this a tool
GMCA could use

(SDGs) is an accepted
framework, can help
collaboration and
funding, but adopt
fewer SDGs and
concentrate on best
potential

Be clear on the goals
of each initiative and
what
data/information
will be collected to
report progress
against the goal.

What other
frameworks have
been considered?
Is this the best
option for the
network?

If focusing on only a
couple of goals is it
still worthwhile
then? Focusing on
sustainability or
focusing just on
climate action?

Identify who is
reporting on what
outcomes and
what data needs
to be collected.

Notes
on
vision

Is this a clear, logical framework for the Alliance to adopt, in measuring our work?

What's missing from the framework?

Who would like to join the working group, to complete the measurement and evaluation framework and plan for GMCA?

Laura
Campbell -
Murrindindi

Ashley Rogers,
Goulburn Broken
CMA - could provide
links to catchment
condition
reporting/RCS
reporting

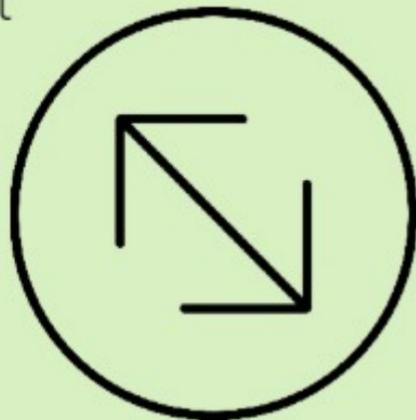
Thank you Laura
and Ashley!

Are we??

A) Measuring the shared work we do through the Alliance?



B) Measuring our collective impact on climate action, through our combined strategies, to achieve goals we set as an alliance?



Group 3

How does this get resourced?

Room 5
Point a is the preference, provided that we are not draining resources.

Point B may not be possible because each member is measuring different things

Group measurement of Projects should be in place

Lobby state govt to include measures on 'Know your Council'

(9)can we learn from CMAs measurement processes for RCS??

(9)need to measure work of alliance; to measure all members they would need to agree on measures and also tip in money to do the job; officers cant do it

A is probably the achievable component, with B being the ultimate aim

Strong benefit of having a common framework - sharing knowledge, working together to measure/train etc. This will enable shared reporting in the future.

How might Councilors exercise leadership to achieve our strategy?

distributed to
the members of
the committee, or
ask to consider
other alternatives
at subsequent
meetings

have directors
from GACA
listen/learn
concerns can
help raised
issues?

councilor forum
within GACA to
strengthen
communications
and relationships (or
join officer meeting)

introduction session
for visitors could
have been made and
then use that
experience for the
committee meeting
concerning the

Next week, the
committee will
share concerns
about details of
meeting in South
Africa

share information
from officers
updates that
committee can
use for
communication

committee can
open lines of
communication that
include issues
with their officers

perhaps this
area for
discussion of
ideas and
issues?

How might Officers exercise leadership to achieve our strategy?

How might you support and enable one another to do so?

Leadership
listens to other
orgs stories
and will
implement

Use skills and
knowledge
and steer
information

Bring
concepts and
ideas into the
organisation

EV Fleet
Initiative
leading from
the bottom up

Collaborations
lead to bigger
achievements

share what we are
achieving to raise
GMCAs profile
and get support
for more

Facilitate
and
influence

Resource
knowledge
centre on GMCA
Members area?

Share
resources
and have this
centralised

Tirelessly
self
promote!

GMCAs
achievements can
activate other
community
groups

Get another big
Watts Working
Better or VECO to
show the power
of collaboration

What is working
- mapping
across Councils,
provided by
GMCA

Good rels with
communications
departments to
attract support
and funding