



**goulburn broken
greenhouse alliance**

Business Plan 2020/21 Plan

APPROVED BY GBGA ALLIANCE COMMITTEE 31 MAY 2020

APPROVED BY ALLIANCE AT AGM AUGUST 2020

PROGRESS REPORT MAY 2021

INTRODUCTION

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			
1 Learning to increase skills, knowledge, 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.













GBGA BUSINESS PLAN 2020-21











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 or ongoing during the year
	Yet to commence

Note actions involving the Officers Working Group and Alliance Committee are highlighted. Many actions are ongoing. New actions for the 2020/21 year are shown in blue lettering,

Strategy Ref	STRATEGY ACTION	METHOD 2020-21	UPDATE	
1.1(a)	Provide information and resources to support member decision making and program delivery	Work to update members on information from Victorian alliance meetings, regional meetings	Ongoing	
1.1(b)	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. Form links with DHHS policy unit and climate related policy to improve future Public Health and Wellbeing Plans. Facilitate connections between council policy work (Council Plan) and Regional Catchment Strategy development.	Connection established EO participated in consultation sessions	 
1.1(c)	Support capacity building for identified projects including specific learning forums/webinars	EO to assist GBGA for key projects in - Collaborative procurement of renewable energy (PPA) - Development of electric vehicle charge station infrastructure program - Improve climate change consideration in member governance. Explore Climate Conversation series for first half of 2021 - Relevant sessions in Victorian Alliances Conference - Urban greening project to assist council planning for tree planting for urban cooling (Growing Cooler Urban Green Spaces)	Completed for 9 members Agreed project established Strategic sessions in Alliance meetings Planning sessions underway Funding awarded RFQ developed	    
1.1(d)	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 small shire members to foster shared information -work with shires to identify suitable actions	Ongoing Reported	  
1.2	a) Understand and respond to opportunities arising from changes to the Local Government Act	Identify suitable communication and learning opportunities when the LG Act is legislated.	Presentation to meeting Dec 2020	

	<p>b) Work with partners to research, and build understanding of key partner issues listed on pg 4</p> <p>c) Develop links with learning institutions and other agencies to access research for GBGA projects</p>	<p>Monitor opportunities and develop connections to prepare for actions.</p> <p>Develop links to explore and advance agriculture opportunities and the Growing Cooler Urban Green Spaces project</p>	<p>EO Assisted to develop DELWP Guide & training</p> <p>Links developed with DFFS, RRV, GOTAFE, RMIT</p>	
1.3	<p>a) Create a Communications and Engagement Plan</p> <ul style="list-style-type: none"> - 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 <p>b) Include public learning opportunities in all GBGA projects</p>	<p>EO develop Communications and Engagement Plan in conjunction with Officers Working Group in 2020</p> <p>The focus of Communication Plan will be implementation of the GBGA Strategy..</p> <p>Resource constraints limit the opportunity for public facing communications; Public focus will concentrate on item (b)</p>		
2.1	<p>a) Continue to develop a highly functional website with use and contribution by all members</p> <p>b) Develop a kit of key messages for use in education by all members</p> <p>c) Develop Regional Sustainability Indicators (web based) including training and support for members to use the tool</p>	<p>(a) (b) EO to develop in 2020/21 in conjunction with Officer Working Group</p> <p>Prepare budget and allocate funds to engage a web designed to implement.</p> <p>(c) Tool established on members section of GBGA website. Continue to assist members to enter data on the website.</p>	ongoing	 
2.2	<p>a) Use council, agency and Victorian Alliance networks to keep abreast of industry developments and communicate these around the GBGA.</p> <p>b) Build GBGA capability to link others to credible knowledge, grants and government policy</p> <p>c) Promote the work of the GBGA to member organisations overall (all units, not just committee members)</p>	<p>Continue as active partner in Victorian Alliance network. Assist in proposed development of National Roundtable of alliance networks.</p> <p>EO to liaise with regional networks eg Hume Economic Development Forum, Planners Forum, Asset Managers Forum, using projects of interest to each group.</p>	<p>Assisted development of climate alliances in WA and north west Victoria</p> <p>ongoing</p>	 
2.3	<p>a) Create an Advocacy Strategy based on GBGA strategy – where to put the advocacy effort?</p> <p>b) Also be prepared to consult with the membership and provide advocacy on emerging issues</p> <p>c) Link to agency responses and strategy development regarding climate change e.g 3.1(a)</p>	<p>Develop an Advocacy Strategy on thematic basis with assistance of Officers Working Group through 2020</p> <p>Make advocacy submissions as required and in line with opportunities as they arise.as arise.</p> <p>Join with other organisations and alliances if appropriate.</p>	<p>Reported to Alliance Feb and May 2021</p> <p>See advocacy report</p>	 
3.1(a)	<p>Work with DELWP, CMAs and other regional partnerships to influence and contribute to regional policy eg Hume Regional Adaptation Plan, planning policy</p>	<p>Identify policy opportunities for 2020/21 eg Regional Adaptation Policy - and make active contribution</p> <p>Contribute as regional stakeholder to Hume Regional Adaptation Plan and Regional Catchment Strategies.</p>	EO participated in consultation sessions and working groups	
3.1(b)	<p>To reduce the extreme risks of climate change, develop GBGA</p>	<p>EO and officers to develop forward plan to implement changeover of lights.</p> <p>Identify other joint mitigation projects</p>	EO assisted development of draft plan with	

	member mitigation projects - energy efficient main roads lights		Ausnet (Ausnet area)	
3.1(c)	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 2020		
3.1(d)	Formally involve other organisational units in project work	Involve other units in streetlight, PPA and governance projects	Connections made	
3.1(e)	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	Reported	
3.1(f)	Review past projects for reflection and learnings and ongoing skill and project development	EO to action in conjunction with Officers Working Group in 2020	Survey of projects commenced	
3.1(g)	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 2020 Greening project to include action to benefit low income and vulnerable areas. Energy poverty is a key issue - discuss in Strategic Conversations in 2021	Included in project design TBC	
3.1(h)	Implement collaborative projects approved by the Alliance.	See 1.1(c) and 4.1(a)	ongoing	
3.2(a)	Investigate formalising the partnership with Alliances	Continue conversations	Assisting new alliances first	
3.2(b)	Link with community networks leading the development areas pg4	Consider opportunities as they arise in these areas	ongoing	
3.2(c)	Effectively share projects & results through member organisations, and other agencies and networks	Include in development of communications and engagement plan see 1.3(a)		
3.2(d)	Develop strategic relationships with networks that can contribute to GBGA projects eg climate& MHWP	Include in development of communications and engagement plan see 1.3 (a)	EO working with helath and planning networks	
4.1(a)	Research and report funding opportunities to members and develop project proposals as appropriate	2020/2021 investigate funding options - Opportunities associated with COVID recovery as they arise - Design for joint changeover of main road streetlights - Electric vehicle charge station network implementation; - Climate change consideration in governance - Agriculture sector adaptation - Impacts of climate change on low income households	Reported Working with Ausnet Project designed Included in Alliance meetings	   
4.1(b)	Include internal project officer resource in any application for grant and other external funds	ongoing	ongoing	
4.2(a)	Investigate options for non-members to be partners in projects	For Alliance Committee to consider as required		n/a
4.2(b)	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)		
4.2c	Ensure that communication, projects consider all members	see 1.3(a) Include in development of communications and engagement plan		

4.3(a)	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	ongoing	
4.3(b)	Every 12 months review the operation of the GBGA for the next year eg meeting locations, program	Review by Alliance Committee and report with AGM		
4.3(c)	Proactively plan the next MOU and auspice (to commence mid 2021)	Executive Officer in conjunction with Alliance Committee - Preparation for next auspice change mid 2021 <ul style="list-style-type: none"> - Business continuity and risk management - Adopting four year rolling budget and contributions - Induction of new Councillor representatives, presentations to councils after elections - Revision of Rules of Operation and MOU for next auspice - Working with next auspice body to prepare for transfer; reconciliations and reports for end of auspice 		
4.3(d)	Monitor and consider responses to challenges and opportunities related to government policy	Alliance Committee and EO to review policies, issues as they arise for GBGA action		
4.3(e)	Refine and strengthen the Alliance Committee through a clear role, action plan and effective membership	Alliance Committee will improve the governance and administration of the Alliance, implementing actions from the GBGA Risk Management Plan. The Committee will prepare for auspice.	ongoing	
4.3(f)	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 <i>Not practical in 2020/21</i>	Not implemented	n/a
4.3(g)	Support members to include climate change in governance	EO to deliver on themes developed in conjunction with Officers Working Group	See other items	
4.3(h)	Alliance Committee and EO develop governance policies	As required – Alliance Committee to monitor and recommend action		n/a
4.3(i)	Develop a criteria list to evaluate the relevance and suitability of any proposal for GBGA action	Alliance Committee to develop in 2020/21		
4.4(a)	Develop a process for review of all projects undertaken to identify learnings and improvement	Develop in conjunction with Officers Working Group in 2020/21		
4.4(b)	Develop a tool to assess the health and effectiveness of the GBGA Committee and the Alliance Committee over time	Alliance Committee to develop in 2020/21		
4.4(c)	From the GBGA Strategy, produce the Business Plan and report against it each financial year, Analyse performance and demonstrate value for money	Prepare 2020/21 Business Plan by 31 May 2021. Plan for preparation of the next GBGA Strategic Plan in 2021/22	Draft prepared for finalisation by Alliance Committee	