



## **Appendix 2b**

### **15.2 Climate Emergency Response Plan Implementation update**

*Climate Emergency Response Plan  
Implementation Framework*

# **Ordinary Meeting of Council**

Wednesday 23 November 2022 at 7:00pm

Queenscliff Town Hall



Borough of Queenscliffe  
Climate Emergency Response Plan  
**Implementation Framework**

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## CERP Implementation Framework

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## Introduction

The Borough of Queenscliffe declared a climate emergency in December 2019 and in May 2021 adopted a Climate Emergency Response Plan (CERP).

The CERP sets three key targets:

- Our community's electricity consumption will be matched by a 100% renewable electricity supply by 2025
- Our community's energy needs will be matched by a 100% renewable energy supply by 2027
- Our community will have transitioned to a Zero Carbon Community by 2031

The work required to achieve these targets is set out in 49 actions across 8 Pillars in the CERP.

Action 1 of Pillar 6 Adaptation and Resilience Pillar is:

### Climate Emergency Response Plan Costings and Resourcing

*Council to develop an Implementation Plan including resourcing commitments, climate governance, prioritisation, and the development of key budget requirements, highlighting areas that can be met by Council, met by community or require State or Federal Government assistance and funding.*

The action above highlights the range of matters that will need to be considered to ensure the effective implementation of the CERP across ten years and 49 actions. In response Council has developed an overarching framework to guide the implementation of the CERP.

This Implementation Framework recognises that discreet and specialised work needs to be undertaken to plan and implement the individual actions. As a result, the following plan has addressed the overarching and ongoing governance framework for decision making over the life of the CERP, and has included a framework for the planning and implementation of the individual actions.

## The Implementation Framework

Council has prepared the Implementation Framework in three parts.

The first part provides an overview and outline of the governance framework that will be used to manage implementation over the 10 year life of the CERP. This framework describes:

- the project management arrangements
- the structure for project delivery
- an annual review and prioritisation process
- monitoring and reporting



Part 2 is the CERP Implementation Framework Action Tracker Spreadsheet (Action Tracker).

The Action Tracker has been developed to capture the detail of each action in the CERP and to function as a monitoring tool. Each action in the Action Tracker has a dedicated project page that establishes a high level project management plan that is concerned with the delivery of that individual action.

The Action Tracker will be a dynamic document incorporating and collecting information as project plans are developed, work is undertaken and actions are completed. It will also be used as the basis for reporting the progress of implementation.

Part 3 of the Implementation Framework sets out the actions for the current financial year. Part 3 will be updated annually following the review process set out in the Implementation Framework.

## **Part 1 – Governance Framework**

The governance framework is the overarching structure set up within Council to oversee, drive and manage the implementation of the CERP during this period.

### 1.1 Governance Structure

Council is not the lead agent for all actions within the CERP but it has overall responsibility to manage the implementation process. Where Council is not the lead agent it will partner with, or support the lead agent.

The governance structures below reflect these two scenarios.

#### 1.1.1 Council as lead agent

The overarching responsibility for driving the implementation of the CERP rests with Council. Council will be responsible for allocating budgets, determining annual plans and importantly, advocating with other levels of government.

Responsibility for the implementation of Council led actions within the CERP rests with the CEO.

The day to day management of the broader implementation project sits with the BoQ Project Officer Climate Emergency Response Plan.

A CERP Implementation Project Control Group will be established to:

- oversee the operational activity associated with implementation of actions
- determine timing and prioritise actions
- prepare annual budget allocation recommendations for Council
- produce an annual report for Council
- develop CERP Implementation communications plan
- provide guidance and direction to action coordinators



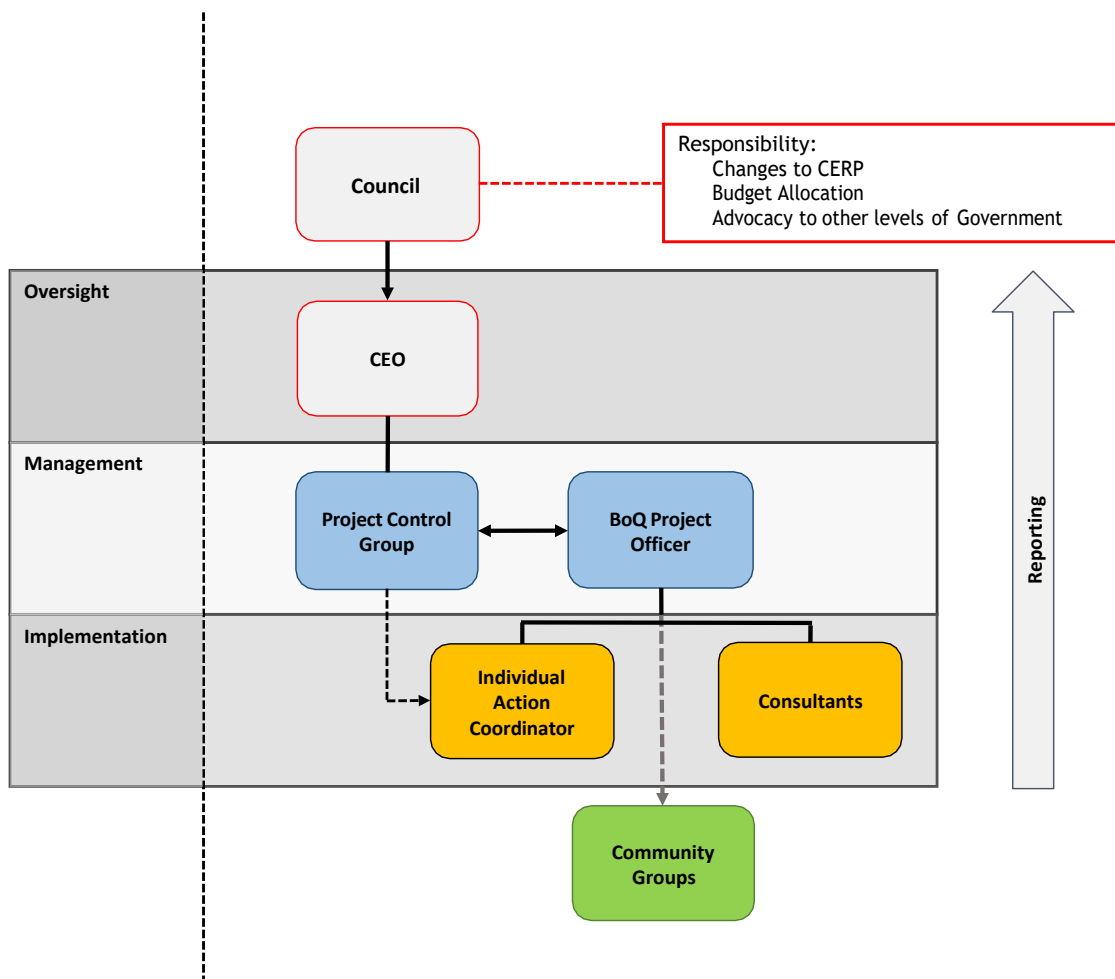
The Project Control Group will be made up of the following members:

- *Councillor representatives*
- *CEO*
- *Management team*
- *BoQ Sustainability Officer*
- *BoQ CERP Project Officer*

Management of projects to implement specific CERP actions will be assigned to an officer.

*Note: These individual projects will subject to project planning and may have specific governance arrangements, but these arrangements will include a structure for working with the CERP Implementation Project Control Group.*

Figure 1 below shows the proposed governance structure for Council.



**Fig 1. Governance structure**



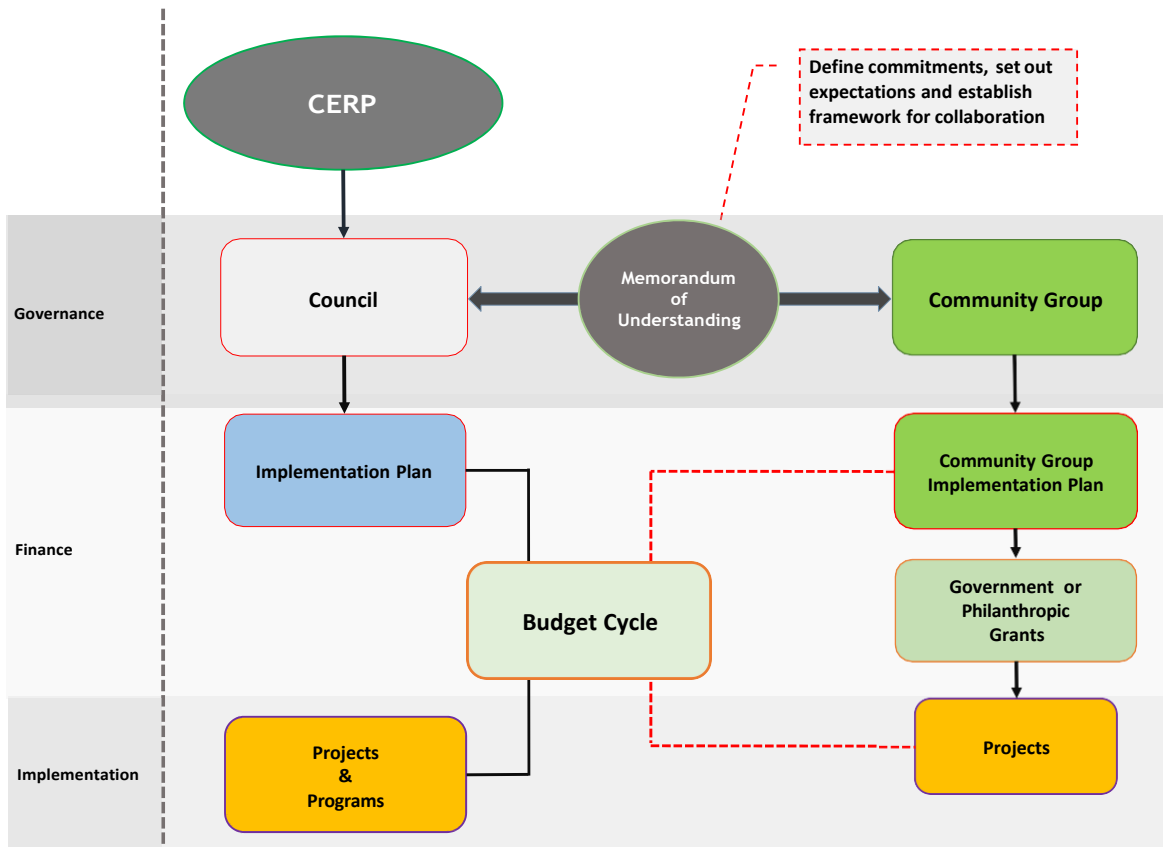
### 1.1.2 Partnerships and Collaboration

The actions within CERP have been developed in partnership with the community. The delivery of some actions will be led by the Community but the implementation of many actions in the CERP will require the Borough to work in collaboration with the community and local community organisations.

This arrangement is foreshadowed in **Action 5** in **Pillar 5 Mobilisation, Education and Collaboration** in the CERP:

*Council to identify and facilitate key partnerships and collaborations to achieve maximum impact across the eight pillars of the Climate Emergency Response Plan. Depending on the nature of the pillars these partnerships may be with key government departments, educational institutions, the private sector, through to local, grassroots organisations.*

When Council is collaborating with local and community organisations it will develop a memorandum of understanding (MoU) to define the roles in the partnership, the processes for coordinating the implementation of specific actions and the level of support Council can provide. Figure 2 below describes the function of the MoU with respect to implementation, project planning and the Council budget process.



**Figure 2 – Community Group Partnerships – Governance structure**

Governance arrangements for partnerships or project delivery with government departments, educational institutions and the private sector will be determined as part of project management planning for a specific action or project to implement an action.

The governance arrangements in these cases may take the form of an agreement or contract and will take into account the governance requirements of the partner agency.

## 1.2 Project delivery

The implementation of the CERP comprises two components:

- Delivery of the CERP targets
- Delivery of actions within the CERP

### 1.2.2 Delivery of the CERP targets

The delivery of the targets within the CERP is a multiyear project that requires ongoing management and coordination. This ongoing commitment as well the importance of acting in the short term has been recognised in the 2021- 2025 Council Plan:





Priority 2 Environment:

***Respond to the impacts of climate change and reduce carbon emissions through the Climate Emergency Response Plan***

***Implement the short-term actions in the Borough of Queenscliffe Climate Emergency Response Plan.***

It is recognised that the CERP functions within a dynamic political environment. Other levels of Government are starting to respond to community calls for action. Funding streams and programs are emerging through both State and Federal government departments that will complement the implementation of the CERP.

In this environment the Implementation Framework needs to balance the commitment to act with processes that provide for ongoing review and the ability to be responsive to external opportunities.

The Implementation Framework needs to provide a structure for decision making that progresses the delivery of the CERP but allows Council to regularly assess priorities and direct resources. To facilitate this, an annual review process to determine priority actions for the upcoming Financial Year, linked to the preparation of the Annual Budget and Annual Plan, will be used to provide a framework for integrating the delivery of the CERP into Council corporate planning processes.

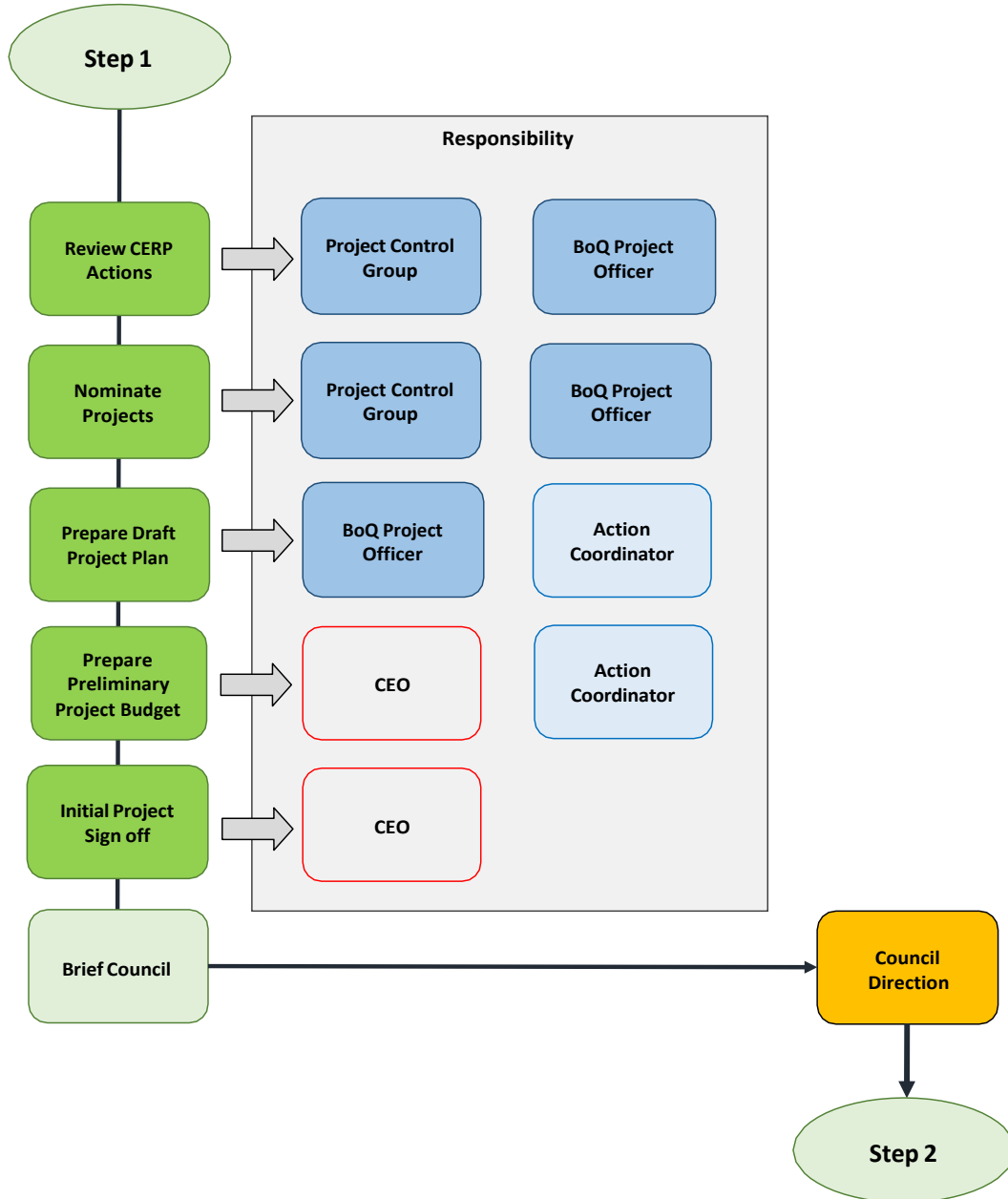
The annual review process would be structured in the following way:

- The review and initial identification of the short term actions will be undertaken by the Project Control Group and the CERP Project Officer.
- A preliminary project plan and costings will be developed by Council officers and presented to the Council at a briefing for review.
- Council will provide direction and identify priority actions for further detailed planning.
- Following another briefing and having taken direction from Council, the projects will be integrated into the annual budget preparation process.
- Council resolves to adopt an Annual Budget and Annual Plan which includes CERP actions for the upcoming Financial Year.



The diagram (Figure 3 &4) below shows the process described above:

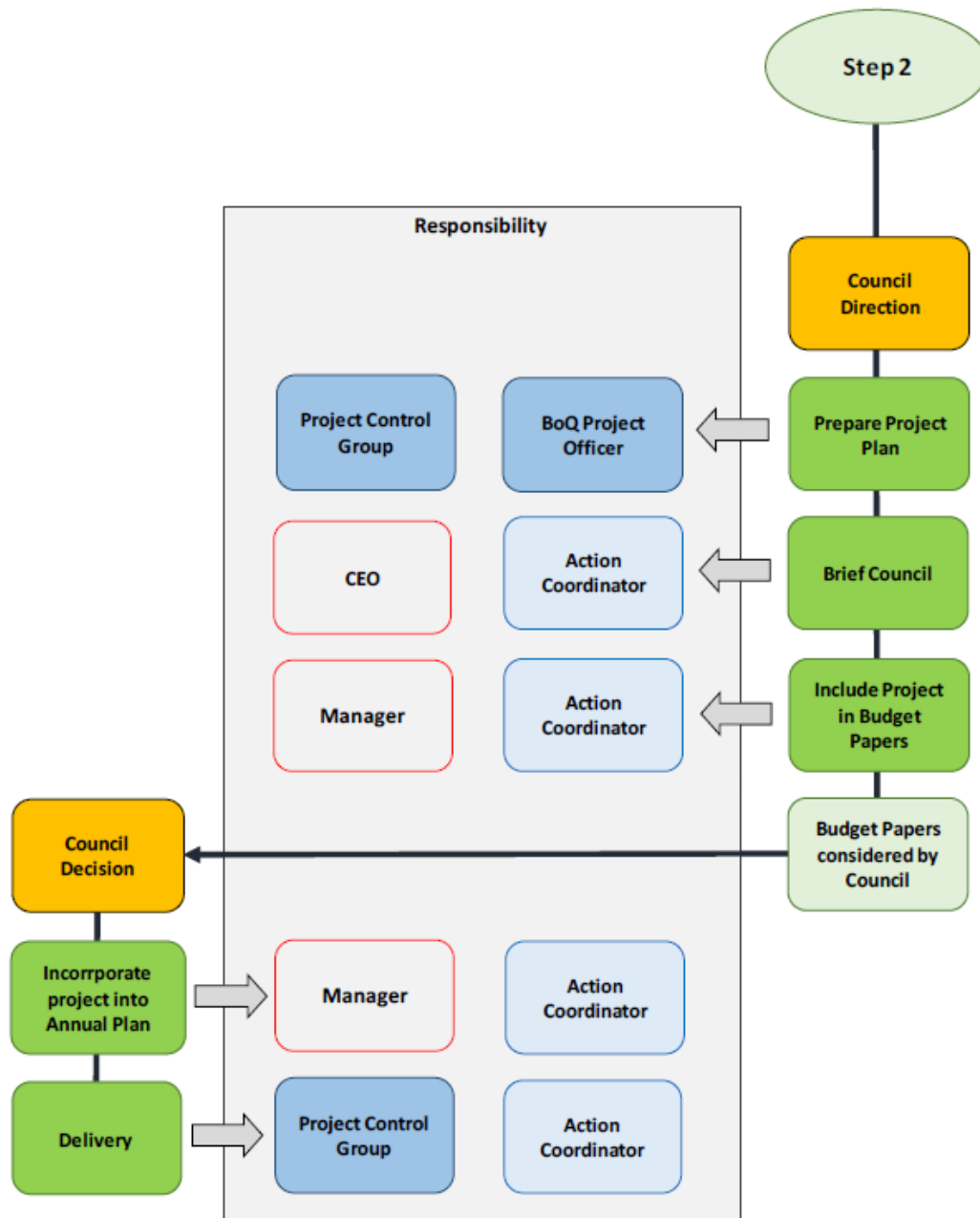
**Annual Process - Selection of CERP actions for Annual Plan**



**Figure 3**



**Annual Process - Selection of CERP actions for Annual Plan**



**Figure 4**



### 1.2.2 Delivery of actions

The actions in the CERP will be delivered through a range of mechanisms, including:

- Direct delivery by Council: Actions funded and delivered by Council
- Government partnerships: Council to deliver actions in partnership with other governments and associated entities (e.g. South East Councils Climate Change Alliance)
- Community partnerships: Council and community groups/organisations work in partnership to deliver actions
- Community funding: Council provides funding to community groups/organisations to deliver actions on their behalf

This section of the Implementation Framework addresses the delivery of CERP actions where Council is the lead agent.

In these circumstances there are a number of different types of actions, however, these actions can be broadly described as:

- Actions that can be integrated into existing Council programs or procedures and implementation becomes ongoing and operational.
- Actions that will be implemented as a stand-alone project or initiative

The differences between both the type of action and the individual actions in the CERP mean that each action will require a tailored delivery method.

As described in the process set out in **figures 3 & 4** above, each action where Council is the lead will be subject to preliminary project planning and once prioritised by Council for the upcoming financial year, subject to further project planning, including the development of a specific implementation plan for that action.

*Note: Throughout this process of project planning the relevant officer will monitor opportunities for funding and collaboration that arise from State and Federal Government initiatives.*

Following the inclusion of an action in the Annual Plan, Annual Budget, or a Council Program the responsibility for delivering the action sits with the Project Working Group and the Action Coordinator.

The responsible officer will use the Council '**Action Tracker**' which has been developed to help plan and monitor the delivery of the CERP actions.

The Action Tracker documents the resourcing commitments, and key budget requirements for each action.



The Action Tracker is a dynamic operational tool which will be used to plan, record progress, collect data and manage delivery of projects.

The Action Tracker includes all actions identified the CERP and will be managed by the CERP Project Officer, who will liaise with external groups to report progress of the actions that they have responsibility for.

The Action tracker can be found in **Part 2** of this Implementation Framework.

### 1.3 Procurement

Within the process set out above all project planning and implementation will be undertaken in accordance with the Borough of Queenscliffe Procurement Policy and Guidelines.

### 1.4 Monitoring & Reporting

Section 9 of the CERP sets out the framework that Council will use to monitor and report the progress of implementation. The emphasis of this framework is maintaining engagement and focus. The success of the CERP depends on the ongoing commitment of all parties to remain involved and informed. In the first instance, the process of monitoring will be the basis of reporting. Council will monitor and report implementation progress by:

- Preparing an annual report to Council on the progress of the CERP implementation
- Publicising, where relevant, Council reports relating to key actions in the Plan
- Reporting against implementation of the 2021–25 Council Plan
- Reporting against UN Sustainable Development Goals
- Developing a CERP reporting portal on Council’s website
- Working with the community to capture and report the implementation community actions
- Establishing an emissions reporting tool to measure the reduction in greenhouse gas emissions

#### 1.4.1 Monitoring tools

The regular tracking and reporting of key project indicators will allow Council and the community to track the progress of implementation. In order to effectively and efficiently monitor progress the following tools will be utilised:

1. Action Tracker – project status reports
2. Annual CERP Implementation Report
3. Emissions modelling – measuring emissions reductions from 2022 baseline



### 1.5 Review of CERP

In addition to the annual review of the CERP as part of the process to identify priority actions the CERP will be subject to a detailed mid-point review and assessment in 2026.

This review will be conducted in a similar manner to the development of the CERP; led by the community and incorporating input from the Wadawurrung Traditional Owners.

The review will also take into account any changes to legislation, State and Federal policy settings.

A review of the Implementation Framework will follow this process and include an assessment of the progress made by Council against the targets of the CERP.

### Part 2 – Action Tracker

[Include hyper link to the document](#)

### Part 3 - 2021 – 2022 Projects

The short-term Council actions that have been funded or incorporated into existing programs in 2021/2022 are set out on the table below.

Activity	Status
<b>Pillar 1. Wadawurrung Country. Cultural Heritage and Values</b> <i>Action 3. Reconciliation Action Plan</i>	
Development of a Reconciliation Action Plan (First Nations People)	In progress
<b>Pillar 2. Renewable Energy</b> <i>Action 1. Council supports community transition to renewable energy (Action underway)</i> <i>Action 3. Rooftop Solar Rollout Plan (Action underway)</i> <i>Action 6. Solar, Battery and Heat Pump Bulk Buy</i>	
Facilitate and support the Solar, heat pumps, batteries and electric chargers at home rollout for the Community	Completed
<b>Pillar 4. Sustainable Transport</b> <i>Action 1. Active Transport Strategy</i> <i>Action 3. Eliminate Council's Transport Emissions</i>	



Activity	Status
<i>Action 4. Electric Vehicle Infrastructure</i>	
Development of an Active Transport Strategy for the Borough  Installation of two electric vehicle charging stations	In progress
<b>Pillar 5. Mobilisation, Education and Collaboration</b> <i>Action 2. Communications Priority</i> <i>Action 3. Community Mobilisation</i> <i>Action 5. Identify Key Partnerships</i>	
Develop CERP Implementation Plan (Framework)	Completed
<b>Pillar 6. Adaptation and Resilience</b> <i>Action 2. Strategic Alignment of Climate Emergency Response Plan</i> <i>Action 3. Monitoring, Evaluation and Reporting Framework</i> <i>Action 8. Coastal Inundation and Sea Level Rise: Advocacy</i>	
CERP aligned with 2021 – 2025 Council Plan  CERP Implementation Action Tracker developed and reporting framework included in CERP Implementation Framework	Underway
<b>Pillar 7. Consumption and Waste</b> <i>Action 1. Introduce Four Bin Waste and Recycling Collection System</i>	
Roll out Food Organics and Garden Organics (FOGO) waste service	Underway
<b>Pillar 8. Environmental Regeneration</b> <i>Action 3. Weed Control and Revegetation</i> <i>Action 5. Vegetation Management Policy</i>	
Ocean Road weed management  Vegetation Management Policy for the Borough	Underway