



Appendix 1

13.1 Development of Borough of Queenscliffe Climate Emergency Response Plan

*Climate Emergency Response Plan Project Initiation
Document*

Ordinary Meeting of Council

Thursday 27 February 2020 at 7:00pm

Queenscliff Town Hall
50 Learmonth Street, Queenscliff

Project Initiation Document

Introduction

At the Ordinary Council Meeting on 19 December 2019, Council made the following resolution, that Council:

Develops a Climate Emergency Response Plan in partnership with the community, including the Queenscliffe Climate Action Group;

In making this decision Council also made the following resolution:

Requests officers prepare a report setting out how the Climate Emergency Response Plan will be developed, including the identification of financial and human resources required to prepare the plan. This report is to be tabled at the Council meeting in February 2020;

The following paper addresses the request for the report.

Tasks

How will Council's Climate Emergency Response Plan (Plan) be developed?

There are a number of key steps that will underpin and help structure the development of Council's Plan, these can be broadly defined as:

- **Understanding what the Plan is**

Working with community to:

- Develop a shared definition of what a Climate Emergency Response Plan is, and in doing so, ascertain how Council's Plan may lead and support the community's response plan
- Develop the purpose, objectives and outcomes of the Plan
- Confirm project governance model and prepare project management plan
- Establish Community Working Group to advise (internal) Council Project Group

- **Assessing the current BoQ response, and identifying the gaps**

Working within a community partnership model:

- Conduct a thorough climate risk assessment for the Borough of Queenscliffe (not just Council operations), building and updating on work done for Council's Climate Change Adaptation Plan and the Barwon South West Regional Adaptation Plan
- Document and assess Council's current climate emergency response activity, identify where gaps lie and identify short, medium and long-term response actions

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- Define both Council *and* community's current emissions footprint, documenting all emission sources – including consumption
 - Conduct desktop review of local government/city Climate Emergency Response Plans locally, nationally and internationally, noting their engagement processes and project governance models
 - Investigate and identify response opportunities
 - Define potential response actions
- **Prioritising the actions and preparing the Draft Plan**
Working within a community partnership model:
 - Assess and prioritise the actions
 - Analyse impact on Council operations and budget (including an identification of additional funding sources and opportunities)
 - Share emissions data, climate risk data, actions identified and external assessment of response plans with community to inform the development of both Council and community's Climate Emergency Response Plans, and prioritisation of all actions
 - Develop draft Plan and recommendations for Council
- **Circulating and taking feedback on Draft Plan**
Acknowledging community partnership throughout the entire process:
 - Present draft Plan to community
 - Coordinate discussion and capture feedback
- **Review feedback and update Plan** (working within a community partnership model)
- **Adoption of Final Plan**
Working within a community partnership model:
 - Finalise Plan and Implementation Plan and present to Council at August 2020 meeting for formal adoption

Another key component that will need to be resolved in the initial workshops, conducted within the community partnership model, will be to determine how Council's Climate Emergency Response Plan relates to and supports the community's Climate Emergency Response Plan.

The community partnership model will be finalised by Council officers in consultation with the community in the first workshop.

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It is anticipated that after the preparatory work for the first workshop the majority of the strategic thinking and development work for the plan will be done in collaboration with the community through a project Working Group. Council's role will be to support the partnership, undertake administrative tasks, research, provide financial and technical information.

Council anticipates that a timeline of approximately six to nine months will be required to complete the key steps outlined above and to finalise the response plan before implementation begins. Information regarding resourcing options can be found at the end of this report.

Step	Action	Tasks	How	Who
1	Preparatory Work	Project management	Council Project Group <ul style="list-style-type: none"> ○ Establish internal Council Project Group ○ Confirm project governance model ○ Develop project management plan ○ Establish Community Working Group to advise internal Council project group ○ Confirm project timeline 	Council
		Organise first community workshop	Council Project Group <ul style="list-style-type: none"> ○ Plan workshop with skilled facilitator ○ Prepare Communications Plan ○ Develop event advertising material ○ Liaise with Community Working Group to prepare workshop 	Community & Council

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Step	Action	Tasks	How	Who
			material and develop workshop format	
		Prepare options paper on community partnership models to develop the Plan	Desktop exercise: <ul style="list-style-type: none"> Research engagement and community led planning methods in other jurisdictions Prepare draft decision-making governance model 	Community & Council
		Research climate emergency response plans in other jurisdictions	Desktop exercise: <ul style="list-style-type: none"> Capture leading, viable and relevant examples for BoQ 	Council
		Confirm current emissions data (Council and community)	Desktop exercise: <ul style="list-style-type: none"> Document all emissions sources, including consumption, broken out into Council and community emissions 	Council
		Review and update climate risk assessment	Desktop exercise: <ul style="list-style-type: none"> Review with relevant staff the climate risk assessments in the BoQ Climate Adaptation Plan and Barwon South West Regional Adaptation Plan 	Council

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Step	Action	Tasks	How	Who
2	Defining the Plan	Open invitation to all community to participate in workshop	<ul style="list-style-type: none"> ○ Liaise with QCAG and other key community stakeholders to promote workshop 	Community & Council
		Confirm definition and scope of Council's Climate Emergency Response Plan and clarify how it will lead and support the community's Plan – including how Council mitigation and adaptation actions will differ from the community's Response Plan actions	Workshop 1 <ul style="list-style-type: none"> ○ Facilitated discussion¹ 	Community & Council
		Develop the vision, purpose, objectives, outcomes, scope and duration of the Plan	Workshop 1 <ul style="list-style-type: none"> ○ Facilitated discussion 	Community & Council
		Confirm preferred community partnership model (Project Working Group)	Workshop 1 <ul style="list-style-type: none"> ○ Confirm partnership model (Project Working Group) ○ Prepare draft 'MOU for preferred partnership model ○ Agree on decision making matrix for community partnership model, including project roles and responsibilities to develop the Plan 	Community & Council

¹ Determine what type of engagement tool to use

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Step	Action	Tasks	How	Who
3	Gap Analysis	Document and quantify current Council response activity and initiatives (mitigation and adaptation)	Desktop <ul style="list-style-type: none"> ○ Document existing Council Climate Change response initiatives ○ Quantify impacts and assess effectiveness ○ Identify gaps, with reference to risk assessment review and emissions data ○ Identify short, medium and long term response initiatives including quick wins 	Council
		Document current Community response activity and initiatives	Desktop <ul style="list-style-type: none"> ○ Document existing community Climate Emergency response initiatives ○ Quantify impacts 	Project Working Group
		Present BoQ emissions data (Council and community), climate risk assessment and gap analysis to community	Workshop 2 Document feedback	Project Working Group
		Investigate and identify other response opportunities	Workshop 2 <ul style="list-style-type: none"> ○ Confirm continuation of existing BoQ activities ○ Review current Climate Emergency Response Plans and 	Project Working Group

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Step	Action	Tasks	How	Who
			<p>actions occurring in other communities</p> <ul style="list-style-type: none"> ○ Ideas session²– capture community ideas and conduct initial prioritisation 	
		Define and prioritise potential response actions	<p>Workshop 2</p> <ul style="list-style-type: none"> ○ Shortlist and define preferred actions ○ Define measurable targets (including ambitious emissions reduction targets) and actions ○ Identify key stakeholders to drive particular action areas 	Project Working Group
4	Prioritising Actions, & Preparing Draft Plan and Implementation Plan	Assess potential actions	<p>Desktop</p> <ul style="list-style-type: none"> ○ Council undertake preliminary assessment of proposed actions, informed by what community has identified as their priorities in Workshop 2 <p>Workshop 3³</p> <ul style="list-style-type: none"> ○ Present long list to community 	<p>Council (Desktop)</p> <p>Project Working Group (Workshop)</p>

² Determine what type of workshop engagement tool to use

³ Facilitated workshop

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Step	Action	Tasks	How	Who
			<ul style="list-style-type: none"> ○ Develop priority list using decision making matrix, rapid prioritisation exercise or similar dynamic engagement model 	
		Analyse impact on Council operations and budget	Desktop <ul style="list-style-type: none"> ○ Council undertake viability assessment of priority actions <ul style="list-style-type: none"> ▪ Alignment with objectives ▪ Impact on Council operations ▪ Funding opportunities ▪ Staging opportunities 	Council
		Re-present priority list to Community	Workshop 4 <ul style="list-style-type: none"> ○ Present assessment and analysis of priority actions ○ Determine priority response actions 	Project Working Group
		Develop draft plan and recommendations for Council	Desktop <ul style="list-style-type: none"> ○ Council prepare draft Plan and proposed recommendations ○ Prepare draft Implementation Plan to community for review and feedback 	Project Working Group

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Step	Action	Tasks	How	Who
			Workshop 5 <ul style="list-style-type: none"> ○ Present proposed draft Plan and Implementation Plan to community for review and feedback 	Project Working Group
5	Community feedback on draft Plan and draft Implementation Plan	Public exhibition of draft Plan and draft Implementation Plan for community engagement	Consultation ⁴ <ul style="list-style-type: none"> ○ Undertake broad community engagement 	Project Working Group
		Coordinate discussion and capture feedback	Desktop	Council
		Collate feedback and prepare report for community	Desktop	Council
6	Update Plan	Review feedback and update Plan	<ul style="list-style-type: none"> ○ Workshop 6 	Project Working Group
7	Adoption of Final Plan and Implementation Plan	Finalise Plan and Implementation Plan	Desktop	Council
		Present Plan and Implementation Plan at Council Assembly	Assembly	Project Working Group
		Present to Council for formal adoption	Desktop	Council

⁴ Determine consultation method

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Resources

Overview

- Coordinate and manage development of Climate Emergency Response Plan using internal resources
- Utilise community engagement consultant to facilitate workshops
- In-kind contributions by community members (reviewing documents, participation in workshops etc...)

How would it work?

Create a small internal project group to administer, coordinate and manage project, with advice provided by Community Working Group.

Nominate one officer to undertake research and work production. This would require a review of the officers existing workload and a decision to:

- Defer or not complete existing projects; or
- (If the officer was a part time employee) offer the relevant officer the opportunity to take on more work
- Monitor relevant officer's workload with contingency to provide support for everyday responsibilities, so the existing officer can lead this process

Engage a community engagement consultant to work with the working group to plan and facilitate the Workshops

Based on the tasks set out in table above and assuming a 'sprint' approach it is estimated the development of the plan would take 6 – 9 months, the following table represents an indicative cost. It is assumed that the working group costs will be absorbed into the current operational budget.

Resource	Quantity	Cost
Council Officer	0.2 FTE	\$15,000
Consultant	6 Workshops	\$25,000
Total		\$40,000