

# Northern Alliance for Greenhouse Action

## Strategic Plan

2006



**NAGA**

NORTHERN  
ALLIANCE FOR  
GREENHOUSE  
ACTION

# NAGA Strategic Plan 2006

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# NAGA Strategic Plan 2006

## Executive Summary

This strategic plan was formally adopted by the NAGA Management Committee on 22<sup>nd</sup> November 2006. It covers the 5 year period from 2006 until 2010. The plan sets out a summary of the strategic context in which NAGA currently operates. This reveals a complex environment which is influenced by a broad range of factors.

The plan also articulates NAGA's vision and mission.

Finally, the plan sets out four key strategic directions which contain outcomes sought, indicators and the main priority actions. The four key directions are:

- Increase NAGA's influence and support through strong relationships and linkages;
- Increase community knowledge and action on climate change
- Increase sustainable energy options and uptake within the NAGA region
- Sustain NAGA

These four strategic directions reflect NAGA's concern to achieve urgent and substantial climate action, as well as NAGA's focus on strengthening and sustaining the NAGA alliance and its role in the northern region of metropolitan Melbourne.

The next step is for the preparation of annual plans and corresponding budgets which reflect these strategic directions. It is intended that the progress on actions within the action plans will be reviewed annually.

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## Introduction

### NAGA's Membership and Structure

The Northern Alliance for Greenhouse Action has been operating since 2002 as an informal network that shares information, coordinates member Councils' community based emission reduction activities and cooperates on the research and development of innovative corporate emissions projects. NAGA members are also encouraged to establish their own cutting edge projects, which can act as pilots for future NAGA projects.

NAGA's founding members are the Cities of Banyule, Darebin, Hume, Moreland, Whittlesea, Nillumbik Shire Council and the Moreland Energy Foundation Limited (MEFL); in early 2006, the Cities of Manningham, Melbourne and Yarra joined NAGA.

In April 2005 the Victorian Government released the *Victorian Greenhouse Strategy Action Plan Update*, which provided funding under the Greenhouse Regional Partnership Program for NAGA to expand the Alliance's work on local greenhouse issues, by providing funding for the employment of a coordinator. NAGA is one of 5 regional Greenhouse Alliances to currently receive funding under this program, the other four being Central Victorian Greenhouse Alliance, South West Sustainability Partnership, Western Port Greenhouse Alliance and North East Greenhouse Alliance.

NAGA's Coordinator is based at Moreland Energy Foundation. To oversee NAGA's operations and expenditure of funding, the NAGA Management Committee has been established, its membership being the CEO of MEFL and one officer representing each of the NAGA member Councils. The Management Committee currently meets every 6 weeks, with meeting venue rotated between the NAGA members.

### NAGA's projects

During 2005-6, NAGA initiated implementation of four major emission reduction projects:

#### **Energy Services Sector: Energy Smart Electricians**

NAGA received funding from Australian Greenhouse Office's Community Abatement Assistance Grant to deliver information sessions for electrical contractors and related services across the NAGA region. The project provided a practical case study to inform development of training and accreditation for electrical tradespeople, currently being undertaken by National Framework for Energy Efficiency and Sustainability Victoria.

#### **Residential Sector: Sustainability Street Northern Metro Community Greenhouse Action**

NAGA received a major grant from Department of Victorian Communities. The 3 year project brings together the twin objectives of community building and sustainable living (focused on waste, water and energy).

#### **Small Business Sector: Vic1000 Sustainable Business Management Program**

Village Green received funding from the Sustainability Fund to deliver over 3 years a 12 month program targeting 200 businesses in each of 5 regions, including the NAGA area. The project involves working with groups of small businesses to reduce environmental impact (water, waste and energy), while at the same time providing cost savings and increased community linkages.

#### **Local Government/Energy Efficiency Sector: Public Lighting Action Program**

NAGA received funding through the Sustainability Accord for a 3 year project to build capacity within local government to deliver large scale public lighting improvements in Melbourne's north. The project will include preparation of Sustainable Public Lighting Action Plans for each NAGA member council as well as a Regional Sustainable Public Lighting Action Plan.

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## **NAGA's Strategic Planning process**

To guide NAGA's future project selection and implementation, NAGA undertook a strategic planning process in the second half of 2006. This strategic planning process involved review of progress on priorities identified at previous strategic planning meetings and in NAGA's Projects Strategic Assessment Framework (October 2005). Following this, NAGA held the Strategic Planning meeting on 9<sup>th</sup> August 2006. The meeting was facilitated by Russell Fisher and was attended by members of NAGA's Management Committee. The meeting began with presentations from Alan Pears (Adjunct Professor RMIT University, and Director, Sustainable Solutions Pty Ltd), Andrew Rowe (CEO, VLGA) and Mike Hill (CEO MEFL, Chair Victorian Local Sustainability Accord). The speakers covered issues including: overview of global, federal, state and local strategies and actions on climate change; sustainability and climate change issues as part of Local Government priorities; and the drivers, forces, pressures and opportunities for Councils in delivering energy and other sustainability initiatives. NAGA then identified the key trends and issues that will impact on NAGA's ability to deliver substantial energy conservation and greenhouse gains in the next 5 years, developed a vision statement, and strategic goals, actions and priorities. This process culminated in the production of this Strategic Plan.

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## Section 1: Strategic Context

### 1.1 Key trends and issues in NAGA's energy future

#### Increasing impacts of climate change

- Underestimated the extent of climate change
- Local impacts of climate change – floods, fires, etc (risk management challenges)
- Increasing impacts on environment, agriculture
- Economic impacts e.g. oil prices, water availability,
- More awareness of adaptation – adaptation should complement but not replace the major focus on reduction

#### Competing demands within Local Government

- More demand on local government resources to respond to Climate Change - both reduction and adaptation
- Competing demands for resources at all levels - across Council and for environmental initiatives eg water/weeds; need to look for integration opportunities
- Need to communicate urgency and magnitude of response required: raising the profile of Climate Change within Council; Councillors and Senior Managers; integrated in key Council policies; awards and recognition; capacity and knowledge building; practise
- Need to build high level capacity for NAGA members to facilitate further action (community, other levels of government) via leadership, partnerships, community programs and advocacy

#### Challenges in NAGA relationships and communication of issues/solutions

- Connecting impacts to action
- Community awareness, action and community building
- NAGA needs to communicate effectively at a number of levels – advocacy/behaviour change/trials
- NAGA identity?
- Greater need to measure and monitor what we are doing
- We need to make the state more aware of these pressures on local government from climate change and seek more \$\$\$
- Alliances are in a position to share expertise around Victoria

#### Uncertain political and policy responses

- Political will to address climate change - State and Federal Government positions/international action
- Political change via community awareness and political pressure
- Political ramifications of price increases
- Policy and regulation frameworks – need a range of effective tools (e.g. to support implementation of sustainable public lighting)
- Political response - carbon charge/emissions trading/environmental levy: to increase resourcing levels and foster business sectors move to sustainability

#### Diverse and changing Demographics

- High density city/new family developments fringe; pressure on infrastructure and services e.g. transport
- Tenants/Landlords/owner occupiers/bodies corporate

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## 1.2 Implications for NAGA

### New or different

- Proactive development of project concepts (ahead of funding applications)
- Tailor projects to specific local demographics
- Improve economic evaluation of projects and advocacy
- Longer term projects
- Review international models
- Embrace opportunities for embedded generation
- Explore ambitious target setting e.g. Zero Net emissions
- Increase CEO and Councillor involvement and advocacy

### Less or stop doing

- Less reactive - have the opportunity to develop and implement projects without needing to compromise priorities or timelines
- Avoid duplication of programs
- Avoid implementing programs that don't match with NAGA's strategic priorities
- Stop increasing council membership

### Continue to do or strengthen

- Deliver Greenhouse reduction programs:
  - innovative e.g. biodiesel
  - large reductions e.g. streetlighting
  - increase community engagement/partnerships e.g. Community Power, Green Electricians
- Strengthen knowledge and Program delivery methodology in the following areas:
  - targeting specific demographic groups within the municipalities
  - business programs and economic development
  - transport
  - corporate projects eg street-lighting, Council facilities etc
- Continue to develop strategic partnerships
- Information sharing within NAGA
- Effective communications externally, media and targeted audiences.
- Raise NAGA profile within member Councils and involve CEOs, senior management and Councillors
- Maintain greenhouse focus

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## Section 2: Vision and Mission

### 2.1 Vision

Within five to ten years, communities within the NAGA region will be living more sustainably. There will have been a widespread move away from fossil fuels and greenhouse emissions will be decreasing significantly. There will be a strong sense of interconnectedness and a more localised economy with localised energy generation. The urban form will support more green spaces, biodiversity and locally produced food. Public transport, cycling and walking will be the preferred means of transport.

The Northern Alliance for Greenhouse Action will be a robust and well regarded organisation that has played a key role in this shift. NAGA will have a broad network of strong alliances and will continue to foster positive change.

### 2.2 Mission

To achieve significant greenhouse abatement by delivering effective programs and leveraging council, community and business action

## Section 3: Strategic Directions

### 3.1 Increase NAGA's influence and support through strong relationships and linkages

#### Outcomes

- Stronger relationships and support within our own councils, with state government and community
- Strong recognition and reputation
- Strong networks and partnerships
- Secure, stable resource base

#### Indicators of Success

- Council feedback (councillors and senior staff)
- State government feedback (awareness and reputation)
- Stakeholder survey (reputation and relationships)
- Level/types of funds and length of funding agreements

#### Priorities

1. Develop a lobbying kit aimed at state government for ongoing NAGA funding of staff, research and project funding
2. Develop and implement a marketing strategy to increase profile within Councils and broader community
3. Regularly present to CEOs/Mayors and others on NAGA Beacon projects
4. Integrate NAGA business planning with Council budget cycles
5. Develop a strategy which enables NAGA to identify and maintain key partnerships and networks of support

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## 3.2 Increase community knowledge and action on climate change

### Outcomes

- Increased engagement with community and understanding of community attitudes to climate change and suitable responses (energy conservation, energy efficiency, renewable energy options)
- Increased community awareness and knowledge of climate change issues and how to respond
- Increased community action on climate change in home, workplace and more broadly

### Indicators of Success

- Community surveys
- Councillor and council staff feedback

### Priorities

1. Build a profile of the demographics and social attitudes to climate change across the NAGA region and identify key barriers and opportunities for action
2. Implement/evaluate/assess community sustainability programs to identify most effective models
3. Advocate to Council CEOs and Councillors for strong action on climate change within their community and to State government
4. Advocate to State government for targeted climate change action programs

## 3.3 Increase sustainable energy options and uptake within the NAGA region

### Outcomes

- Increase energy conservation and uptake of energy efficiency options within the NAGA region
- Increase availability and uptake of renewable energy; through helping to build capacity and scope involvement in local energy generation projects.
- Greater application of sustainability principles in local economy

### Indicators of Success

- Amount of energy used
- Energy savings and greenhouse emission reductions through energy efficiency
- Amount and proportion of power sourced from renewable energy
- Numbers of households, businesses, government offices sourcing renewable energy
- Number and scale of energy generation projects with NAGA involvement
- Extent to which sustainability principles are embedded within Council local economic development programs

### Priorities

1. Research and identify strategic opportunities to decrease greenhouse gas emissions within NAGA region, including setting ambitious zero net emissions targets
2. Secure funding and advocate the uptake of energy conservation, energy efficiency, renewable energy and offsets, as part of implementing ambitious, zero net emission target
3. Identify, source funding and commission a range of major strategic projects on energy efficiency
4. Identify, source funding and trial models for embedded energy generation
5. Develop and implement a strategy to promote/facilitate uptake of Green Power

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## 3.4 Sustain NAGA

### Outcomes

- Maintaining a vibrant NAGA
- Maintaining effective governance
- Effective internal communication
- Capacity to deliver on mission and strategy

### Indicators of Success

- Meeting attendance
- Member feedback (informal and annual survey)
- Financial performance
- Evaluation against agreed business targets
- Council/State government support

### Priorities

1. Establish focused working groups (e.g. street lighting)
2. Identify capacity needs to deliver on mission and strategy, including:
  - Data management
  - People skills and knowledge within NAGA councils working on energy/greenhouse projects
  - Key systems, processes and tools required
  - Resources required
3. Develop a lobbying kit aimed at state government and member Councils for ongoing NAGA funding of staff, research and project funding
4. Continue to identify opportunities for collaboration across NAGA member organisations

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## Appendix 1 NAGA region community profile

NAGA population 910,493, total area 1762km<sup>2</sup>

community profile	Hume	Whittlesea	Moreland	Darebin	Melbourne	Yarra	Banyule	Nilumbik	Manningham
size, population	504km <sup>2</sup> , 132,976	489 km <sup>2</sup> , 113,784	50.9 km <sup>2</sup> , 136,894	53.5 km <sup>2</sup> , 122,821	36.5 km <sup>2</sup> , 58,031	19.5 km <sup>2</sup> , 67,052	62.5 km <sup>2</sup> , 113,696	430 km <sup>2</sup> , 58,160	114 km <sup>2</sup> , 107,079
Cultural diversity	High 35% overseas born	High 39% overseas born	High 39% overseas born 15% arrived 96-01	High 39% overseas born	High 38% overseas born 52% arrived 96-01	29.2% overseas born 19.6% arrived 96-01	Medium – low 25% overseas born	Low 18% overseas born	high 34% overseas born
main languages other than English	Turkish, Italian, Arabic, Greek, Assyrian	Italian, Macedonian, Greek, Arabic, Vietnamese	Italian, Greek, Arabic, Turkish, Chinese languages	Italian, Greek, Arabic, Chinese languages, Macedonian	Chinese languages, Indonesian, Italian, Vietnamese	Vietnamese, Greek, Chinese languages, Italian	Italian, Greek, Chinese languages, Arabic, Macedonian	Italian, Greek, German, Macedonian, Chinese languages	Chinese languages, Greek, Italian
Low income <sup>1</sup>	High SEIFA index 954.16	High SEIFA index 962.4 22% <\$24K 28% \$24K-\$43K	Medium SEIFA index 984.56	High SEIFA index 966.80 30% <\$24K	low-medium SEIFA index 1037.6 relatively even spread across income ranges	medium SEIFA index 1,013.92 diverse – high & low income	Low SEIFA index 1057.92 Even spread across income ranges	Low SEIFA index 1107.68 39% >\$77K	SEIFA index 1,086.64
employed	91.6%	92.4%	91.3%	90.3%		92.1%		96.2%	95.4%
Renters	Low- medium 16%	Low-medium 15%	High 28%	High 31%	very high 55%	high 47.4%	Medium 20%	Low 9%	low 12.5%
Renovators <sup>2,3</sup>	High 77% owner/buyer 1.4% permits	High 78% owner/buyer 1.2% permits	Low – medium 64% owner/buyer .7% permits	Medium 62% owner/buyer .9% permits	low 30% owner/buyer .5% permits	low 42.4% owner/buyer 0.5% permits	Low – medium 75% owner/buyer .6% permits	Low 86% owner/buyer .4% permits	low 82.1% owner/buyer 0.3% permits
Businesses / industry <sup>2</sup>	High Strong industrial base – one of 5 major industrial nodes in Vic	High Industrial and commercial in south	Low 10% zoned industrial and business	Medium Some commercial and light industry	High CBD – business & retail; industrial in West Melb & Port Melb	shift from large manufacturing industry to small & med service industry	Low – medium	Low	low small-scale light industrial; small business
Melb 2030: Growth areas <sup>3</sup>	High Hume Growth area	High W'sea growth area	Low, established area	low, NE growth corridor completed	high - apartment development activity	low, inner city area	Low, development in existing areas	Low – medium (green wedge area)	low – includes green wedge areas
Melb 2030: Principal Activity Centres	Broadmeadows	Epping	Coburg	Preston-High St Preston- Northland	Melb 2030: Central Activity Centre - CBD		Greensborough	-	Doncaster
Melb 2030: Major Activity Centres	Gladstone Park Roxburgh Park Sunbury C'burn, Greenvale	South Morang Mernda	Brunswick Glenroy	Northcote Reservoir	Carlton – Lygon St	Fitzroy – B'wick St Fitzroy – Smith St Richmond – Swan St Richmond – Bridge Rd Richmond – Victoria St	Heidelberg Ivanhoe	Diamond Creek Eltham	Doncaster East – The Pines
Melb 2030: Specialised Activity Centres	Melbourne Airport	Janefield (RMIT) Technology Park - Bundoora	-	La Trobe Technology Park - Bundoora	Alfred Medical Research and Ed Precinct – Prahran Parkville Medical and Bioscience precinct		Austin Biomedical Alliance precinct Heidelberg	-	
Melb 2030: Green Wedges	<i>Sunbury</i>	<i>Whittlesea</i>						<i>Nilumbik</i>	<i>Manningham</i>

Community Strength Indicators (DVC 2005)	Hume	Whittlesea	Moreland	Darebin	Melbourne	Yarra	Banyule	Nilumbik	Manningham
feel opportunities to have a real say	51.4	37.3	49.0	55.1	57.6	55.1	53.4	55.4	58.3
volunteers (yes&sometimes)	43.3	45.0	41.6	35.0	39.8	42.5	40.8	47.4	42.8
member of organised group	45.9	47.8	44.5	43.6	45.6	51.4	57.0	62.2	54.0
group has taken local action	33.1	36.2	44.4	39.8	36.7	35.9	37.9	47.3	37.9
parental involvement in schools	55.4	61.0	60.9	69.9	44.7	70.0	71.5	65.7	54.5
attended community event in past 6 months	52.0	57.3	50.9	46.5	53.5	52.8	54.7	76.3	48.4
participation in organised sport	35.0	37.3	37.2	39.0	47.3	44.7	41.4	42.1	41.0
like living in local community	82.8	80.3	91.5	92.4	92.1	95.9	96.3	95.7	98.0

<sup>1</sup> SEIFA index: Index of Relative Socio-economic Disadvantage – lower numbers correspond to greater disadvantage

<sup>2</sup> Low / Medium / High ratings relate to the prevalence of the target group within the municipality, in comparison with the other NAGA municipalities

<sup>3</sup> Renovators: % permits – percentage of total dwellings for which a building permit for domestic extension/alteration was sought in 05/06 (Building Commission Victoria <http://www.buildingcommission.com.au/pulse/html/1078-measure-details.asp?date=7%2F1%2F2005%2D6%2F30%2F2006&mid=1161> )