

A Climate-Ready Council Plan Process Research Report

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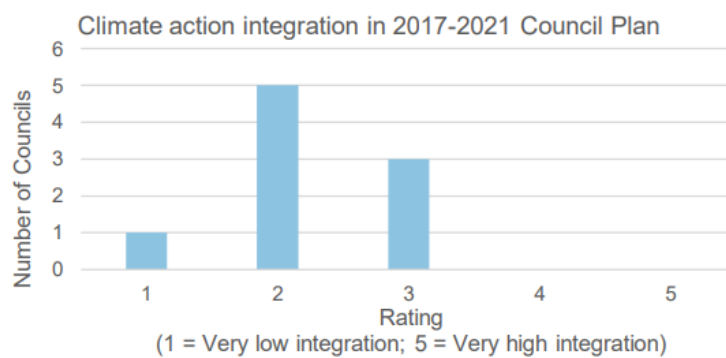
Appendix 1: Data from interviews and surveys – Stage 1

1. Previous Council Plans

Interviewees were asked a number of questions about their existing Council Plan (i.e. from 2017-2021).

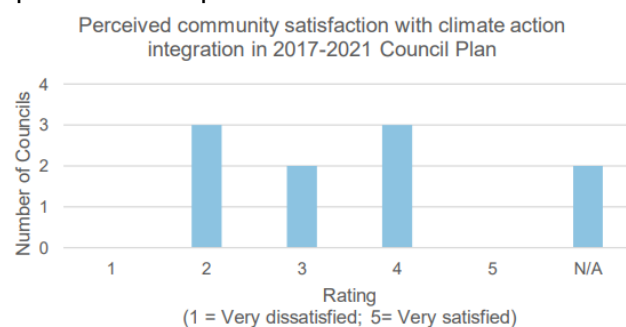
- *To what extent do you feel your Council integrated climate action into your 2017-2021 Council Plan?*

The average rating for this question was 2.2 out of a maximum of 5, indicating that most council officers interviewed felt that there was a low to moderate level of integration of climate action in the 2017-2021 Council Plan.



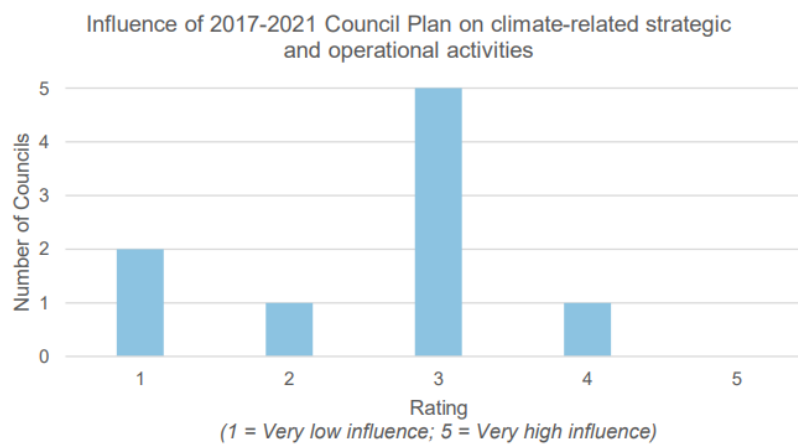
- *Based on your knowledge of the local community, how satisfied do you think the community was with how climate action was embedded in your 2017-2021 Council Plan?*

The average rating for this question was 3 out of 5, suggesting that most council officers perceived that their community were moderately satisfied with the level of integration of climate action in the 2017-2021 Council Plan. Officers commonly communicated hesitation with this question as they noted that they didn't have any data on this specific question and they were therefore answering with high levels of uncertainty. Two councils gave no response to this question for this reason.



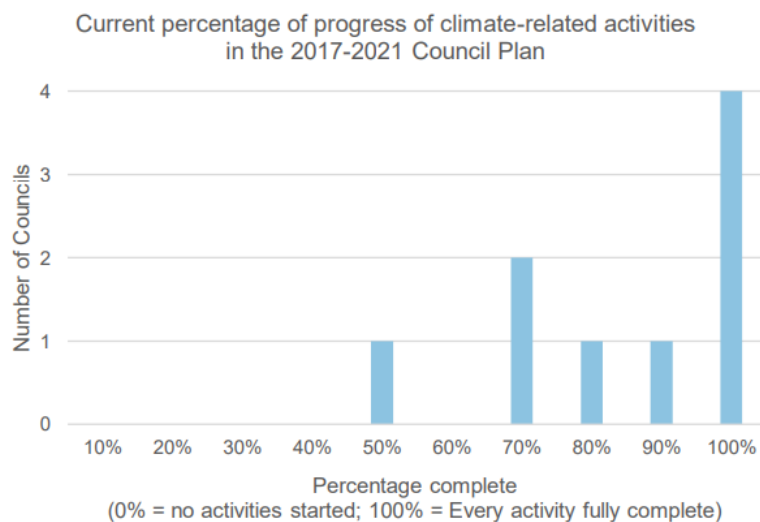
- *How much did your last Council Plan influence your climate-related strategic and operational activities over the last four years?*

The average rating was 2.6 out of 5, with most officers reporting that the last (2017-2021) Council Plan had influenced climate-related strategic and operational activities to a moderate extent. The answers to this question were quite mixed, however, with some councils reporting a very low level of influence and others reporting a high level. Where it was reported to be low, this was generally due to the fact that climate action had not been included to any great extent (if at all), or only in terms of very high-level actions, such as “develop a climate action strategy,” and therefore climate-related work was guided by lower-level documents (such as climate action strategies).



- *What is the current level of progress against climate-related activities in the 2017- 2021 Council Plan (i.e. by percentage of actions completed)?*

All respondents estimated that at least 50% of climate-related actions had been completed. The average rating was 84%. Several councils reported that this was because they had had only one or two high-level climate-related activities in the plan.



Councils were also asked about how they saw the Council Plan in the context of existing plans, strategies and frameworks.

- *How does your Council Plan fit into the broader set of plans and strategies on climate change at your Council?*

Interviewees reported that the Council Plan acts as a high-level document that sits above more operational strategies, policies and plans. The Council Plan sets the goals and actions for the next four years. The actions vary considerably across councils, from high-level actions such as ‘implement a climate emergency strategy’ (which contains operational actions), to explicitly specified, detailed operational actions. In some cases strategies had been created since the last Council Plan and these were expected to inform the new Council Plan.

2. The process of developing the Council Plan

- *Are you following an existing framework to consider climate change in your Council Plan?*

There were varying approaches to drafting the new Council Plan with some starting from a blank slate while others were building on the 2017-2021 Council Plan, being guided by Community Visions, or framing them based on other long-term strategic plans. Some councils used their existing climate-related strategies (both corporate plans and community plans) and related goals as a guiding framework. When such an existing framework was being used, it was most often due to the fact that the chosen framework had already been accepted by councillors and community.

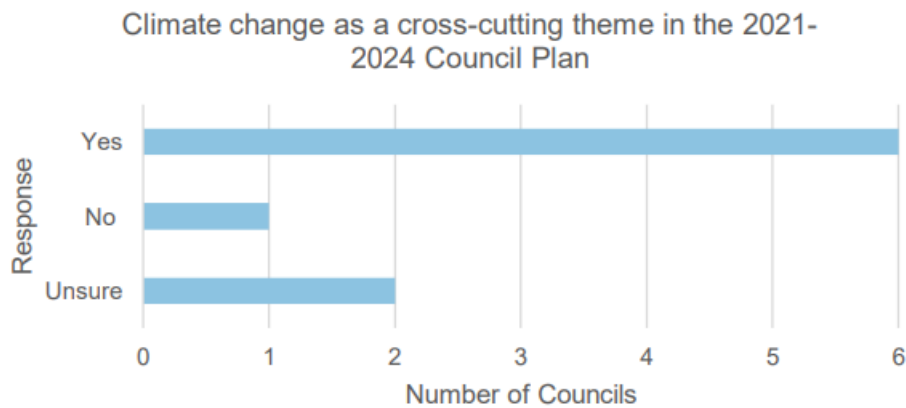
Others drew on a variety of framework such as the [Climate Action Planning Framework](#) developed for the C40 Cities, ‘A global network of mayors taking urgent action to confront the climate crisis and create a future where everyone can thrive’ to deliver on the Paris Agreement, and the International Organization for Standardization ([ISO](#)) standards for delivering on a range of United Nations goals and agreements. Some councils said that this was due to a lack of guidance from the Victorian Government about how to respond to and incorporate climate change in the Council Plan.

When Community Visions or long-term plans were being used as a guiding framework, this was attributed to the fact that the community had already engaged with it, it had been endorsed by council and it had set targets and interim targets to work with – in some cases headline targets with strong community ownership such as targets for when community and corporate emissions will reach zero or net zero (note that the Community Vision is also an obligation under the Local Government Act – see p 8) .

- *Will you be making climate change a cross-cutting theme across your Council Plan?*
Climate change has often been included in one Council Plan objective, theme or section related to climate change or, more often, sustainability more generally. Many council officers expressed a belief that climate change would be better integrated if it appeared throughout the Council Plan, under multiple objectives, with specific goals and actions relating to those objectives and their role in climate change mitigation or adaptation. An

objective relating to health, for example, might include goals and actions about helping the community to cope with climate impacts on human health, such as the impact of heatwaves. Officers perceived the traditional, more siloed approach as limiting the integration of climate change action with other Council Plan themes and business areas.

Most officers did anticipate that climate change would be a cross-cutting theme in their new Council Plans - as opposed to existing as a stand-alone chapter or theme. This anticipated shift to make climate change a cross-cutting theme reflected a push to link climate change action with other policies and plans, a process known as mainstreaming. Notably, six of the seven councils who had declared a climate emergency (see also below) anticipated that climate change would be a cross-cutting theme in their Council Plan.



- Has your council declared a climate emergency?*

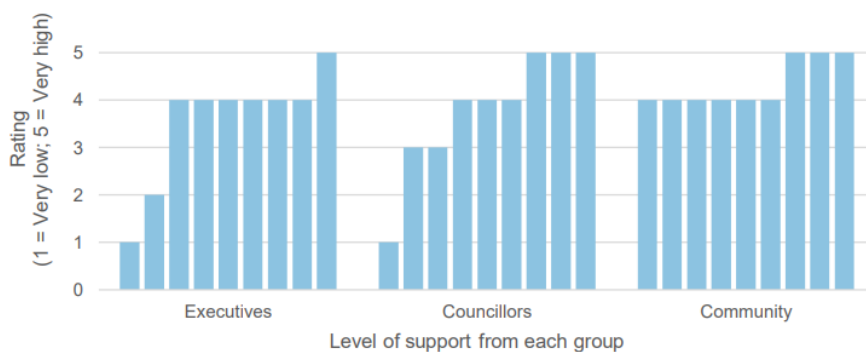
Over half (7/11) of the interviewed councils had declared a climate emergency. Most of the officers from Climate Emergency councils felt that declaring a climate emergency had elevated climate change as a key issue for the organisation to focus on. One officer reported, for example, that due to the declaration, the organization was now “more informed, there is more of a remit, more support and more informed business planning” with more community discussions, and that science was now informing their planning. Another stated that climate change “should be front and centre” of the new Council Plan.
- If your Council Plan omits strategic and operational activities (for example: emissions targets), can such activities still take place?*

Some officers described the Council Plan as a rolling plan with opportunities for regular updates (e.g. in the form of Annual Plans), so that if strategic and operational activities were omitted from the initial published version, such activities could still take place in future. Some councils said they would not include specific actions in the Council Plans, but rather would include these actions and targets in other related documents. It was, however, noted that including actions and activities in the Council Plan could have a large impact on whether and how these activities would be delivered.

- Councils were in the process of undertaking community engagement activities during Stage 1 and seven reported providing information specifically on climate change as part of this process. One specific example was to provide 'imagined narratives' for focus groups to consider, such as: "Imagine how climate change will impact your life by 2030" or "imagine how a city engineer will support heat stress in the future".

- How would you describe the level of support for climate action to be embedded in the Council Plan from: (a) Executives; (b) Councillors; and (c) Community?

Officers indicated that of these three groups, the community is the most supportive of embedding climate action in Council Plans (average 4.4 out of 5), followed by councillors (average 3.8 out of 5), and least by executives (average 3.6 out of 5 – though noting this is still better than moderate support). It should also be noted that the '1' rating was provided by the same council for executive and councillor support. In fact generally, ratings were fairly consistent within each councils across the different stakeholder groups, with only one council giving any ratings varying by more than one point amongst the three groups (that council rated Executive support at a 2, Councillor support at a 3 and Community support at a 4).



- Do you consider your Council as taking a leadership role in embedding climate action into your Council Plan? Why do you think this is?

Less than half (4/11) of councils felt that their Council was taking a leadership role in embedding climate action in their Council Plan. Those who considered their councils to be leaders attributed it to strong support from the community and councillors. In fact all of the councils who considered themselves leaders in this area had reported strong support across the board (from Executives, Councillors and Community) – but not all councils who reported strong support considered themselves leaders.

Those who did not consider their councils to be leading acknowledged that there were some councillors and community members acting as climate champions but not yet a unified a push from the whole organisation to lead in this space.

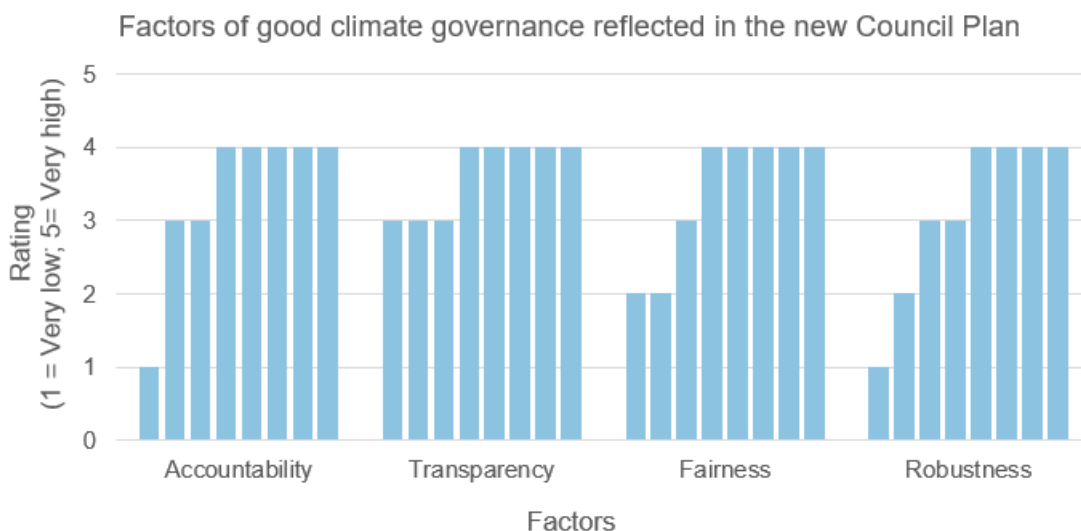
One officer commented that there is not enough “drive from the top,” indicating a need for more support and drive from councillors and executives for meaningful action to be taken.

The councils who considered themselves as taking a leadership role had all declared a climate emergency. Another declared council felt that they were not leaders, but rather supporters and they consider themselves “*not leaders or early adopters, but not laggards.*”

- How well do you think good climate governance will be reflected in your Council Plan for the four factors, defined as follows?
 - Accountability: decisions and actions must be justified
 - Transparency: decisions and activities are conducted in an open way
 - Fairness: decisions and activities are impartial and just
 - Robustness: decisions and activities are strong

Council officers generally expected that their organization would reflect each of these four factors of good governance – in terms of climate action – to a considerable extent, with transparency being rated highest and robustness lowest, within a generally moderate to high range (see over page).

Some officers acknowledged they while they would like these factors to be reflected strongly, they felt that in reality, their councils’ performance might be lower than they hoped for, and they scored their council accordingly.



3. Enablers, barriers and support needs

The interviews revealed a number of factors or events that have acted as enablers or barriers to embedding climate action into the Council Plan, both internally (organisational) and externally (community-related) (see Table 1 below).

Enablers	Barriers
<ul style="list-style-type: none"> • Climate emergency declaration • Zero-net Carbon Plan • Internal climate emergency working group • Internal support • Internal risk assessment • Support from councillors • Passionate core workforce • Being a well-resourced council • Risk and governance training delivered by external lawyers • Inclusion of climate change in key strategic documents 	<ul style="list-style-type: none"> • Budget constraints and limited resources • Rates cap • Internal conflict between departments and competing priorities • New council election refocusing priorities • The departure of supportive senior staff • Lack of awareness amongst staff • Long-term financial plan doesn't mandate climate change action • Confusion on climate change science; not knowing where to start with information gathering; lack of guidance • Lack of leadership drive • Council culture of not wanting to be a leader • Massive community and council growth

Table 1: Current enablers and barriers as identified during Round 1

The interviews revealed a number of factors or events that were predicted to act as enablers or barriers to embedding climate action in the Council Plan in the future, both organisational and external (see Table 2 below).

Enablers	Barriers
<ul style="list-style-type: none"> • Insurability, or lack thereof, encouraging adaptation • Champions amongst new councillors • Widespread significant events (such as a global pandemic) may demonstrate what can be achieved under pressure • Emerging from COVID lockdown may be an opportunity to create a 'new normal' to make long-lasting change • Making and keeping councillors, directors or CEOs accountable (i.e. through KPIs) 	<ul style="list-style-type: none"> • Individual political agendas of elected representatives • The four-year lifespan of the Council Plan (which does not ensure longevity) • Another pandemic-like disruption • COVID lockdowns (affecting engagement) • Natural disasters that demand attention and prioritisation • Resource allocation; COVID-recovery competing with climate action • Lack of appetite for Climate Emergency declaration and language • Lack of councillor/executive champions

Table 2: Potential/future enablers and barriers

- *How well do teams across Council understand their role in taking action?*

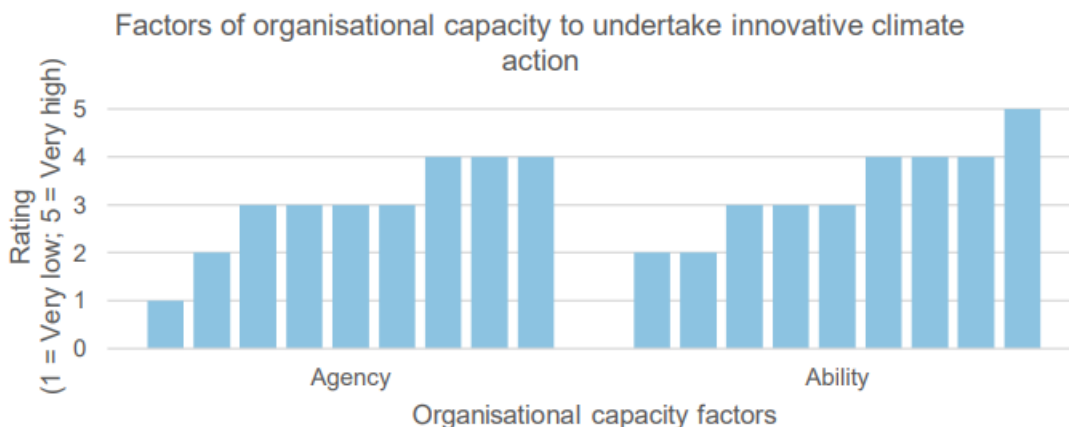
Generally, teams across Councils were believed to understand that they have a role in taking action but there was often a lack of practical guidance on how to do so. One participant stated that “there is a solid understanding that they need to, but lack of knowledge as to how. There is the will, but the skillset is not there yet.”

Some officers observed that there is still some belief that climate change has ‘nothing to do with (other teams)’. It was noted that teams’ understanding of how to take action in their day-to-day activities is largely influenced by their manager and whether “the manager knows how to do it well”.

It was acknowledged that a council’s culture may not have fully embraced the climate emergency and this acts as a barrier for all teams to respond accordingly. There did not seem to be a relationship between councils having declared a climate emergency and a better understanding amongst staff of their role in taking action.

- *In the context of your organisational capacity to undertake innovative climate action, how would you rate your Council to exhibit the following factors?*
 - *Agency, that is, the capacity of staff to act independently, make free choices, and innovate*
 - *Ability, that is, the capacity to effectively undertake actions*

There was a fair degree of variation between councils’ perceived agency and ability to effect climate action (see figure below), with most tending towards a moderate to moderately high rating. On average, councils rated their agency as a 3 out of 5, and ability as 3.3 out of 5.



- *What initiatives/resources have assisted your Council in embedding climate action into the Council Plan?*

Most councils were using Department of Environment, Land, Water and Planning (DELWP), and Department of Health and Human Services (DHHS) resources to assist the development of their Council Plans and Health and Wellbeing Plans.

80% of Councils were using or anticipated that they would use the DELWP “Local Government Climate Change Adaptation Roles and Responsibilities under Victorian legislation Guidance for local government decision-makers” (2020). One of the two councils not using this guidance document stated that it was because it was too confusing.

All eleven councils were using or anticipated they would use the DHHS “Tackling climate change and its impacts on health through municipal public health and wellbeing planning: Guidance for local government” (2020). This document was being used by Health and Wellbeing and Social Development teams to inform the development of their Health and Wellbeing Plans. Some comments were made about internal struggles to integrate the information from this document into the Health and Wellbeing Plan and ensure integration with other existing strategies.

Other useful resources raised by participants included the NAGA ‘Embedding Action on Climate Change in Your Council Plan’ (2021) (which one councils reported having presented to an internal committee as part of the council plan development process), as well as support from ‘Green’ councillors, Environmental Advisory Committees and internal expertise.

- *Can you describe your key organisational knowledge gaps that have acted as a barrier to embedding climate action into your Council Plan?*

A variety of recurring organisational knowledge gaps were identified:

- Who is doing what within the organisation
- How climate change relates to roles and responsibilities
- Tangible impacts of climate change for the community
- Climate change risks to the community across sectors, assets, etc.
- How a climate emergency declaration informs officer roles.

- *How are you addressing these gaps?*

A variety of strategies were employed to address existing knowledge gaps:

- Internal webinars and guest speakers
- Internal staff surveys on climate science knowledge
- Incentivising people to come up with innovative ideas
- Climate change training for new councillors
- Climate team working with other teams to embed consistent messages
- Undertaking technical assessments, for example, heat vulnerability mapping, agriculture land capability assessments, and climate risk assessments.

- *How can you be better supported through this process?*

Officers suggested that councils could be better supported through the Council Plan development process in the following ways:

- Peer sharing opportunities
- Resources that inform how to “bump climate change up the agenda”
- Greenhouse alliances could educate councils directly on closing specific knowledge gaps
- Case studies from other councils who have had success
- Education package/materials for staff; more training on "what does this mean to me?"; inductions to build knowledge on climate change for new staff
- Template training, training modules for staff – procurement, event management, service delivery, general education on climate science and how it effects urban areas
- Collated resources that help ensure drawdown from activities such as planting is effective
- A resource to link executive managers’ responsibilities with potential actions and to support them being leaders
- Embedding climate action in the Local Government Performance Reporting Framework to tie actions to the future for benchmarking
- Working with the Municipal Association of Victoria
- Case studies, information packs
- Proposed standard measures on drawdown, emissions, and fleet
- Technical data collection assistance: flood modelling and climate scenarios, for example specific technologies and working with engineers
- Customised knowledge sharing across work areas
- Knowledge of climate impacts and how climate change impacts affect work areas which will, in turn, identify opportunities to change service delivery (e.g. library attendances increasing for libraries and the cancellation of health appointments on very hot days).

Appendix 2: Data from surveys – Stage 2

A survey was distributed from late October to mid November to explore officers' reflections after the completion of their Council Plans. The survey focused on numerical ratings, as a complement to the more qualitative nature of the interviews, although qualitative data was also elicited in the form of comments.

Fourteen officers across eleven councils responded to the survey, including all of the six councils who participated in the second round of interviews, as well as a handful each of those who had participated in the first round of interviews and those who hadn't participated in any interviews. Respondents were fairly evenly spread across Greater Melbourne.

Those respondents who provided their role were evenly split between sustainability and corporate planning teams (6 of each), and tended to have senior roles, with four managers, three coordinators, two senior officers and three officers responding.

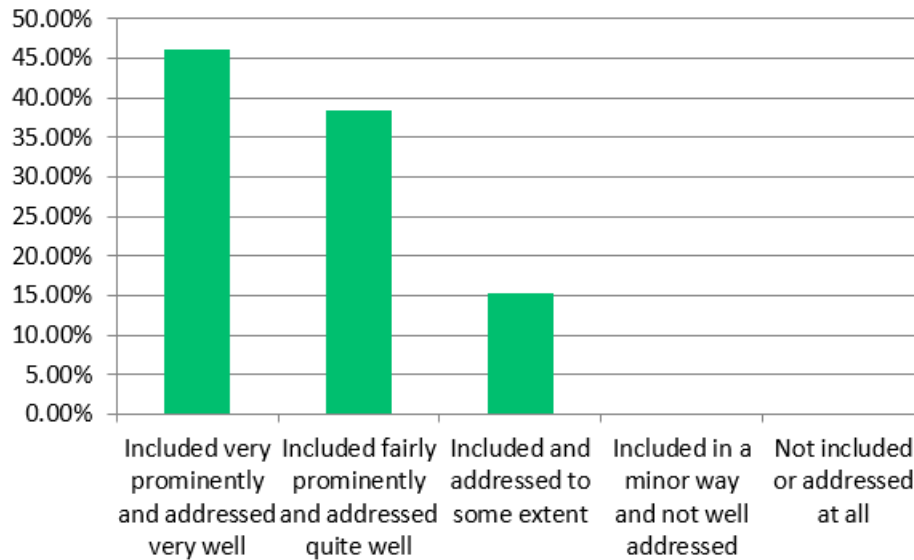
Some respondents skipped some questions, hence there are not necessarily fourteen responses for each individual question.

1. New Council Plans

Respondents were generally quite positive about the extent to which their council had included and addressed climate change in their new Council Plan, with nearly half (6/13) believing their councils had included climate change "very prominently" and addressed it "very well." The rest felt that it had been included at least "to some extent" (2/12) if not "quite well" (5/13).

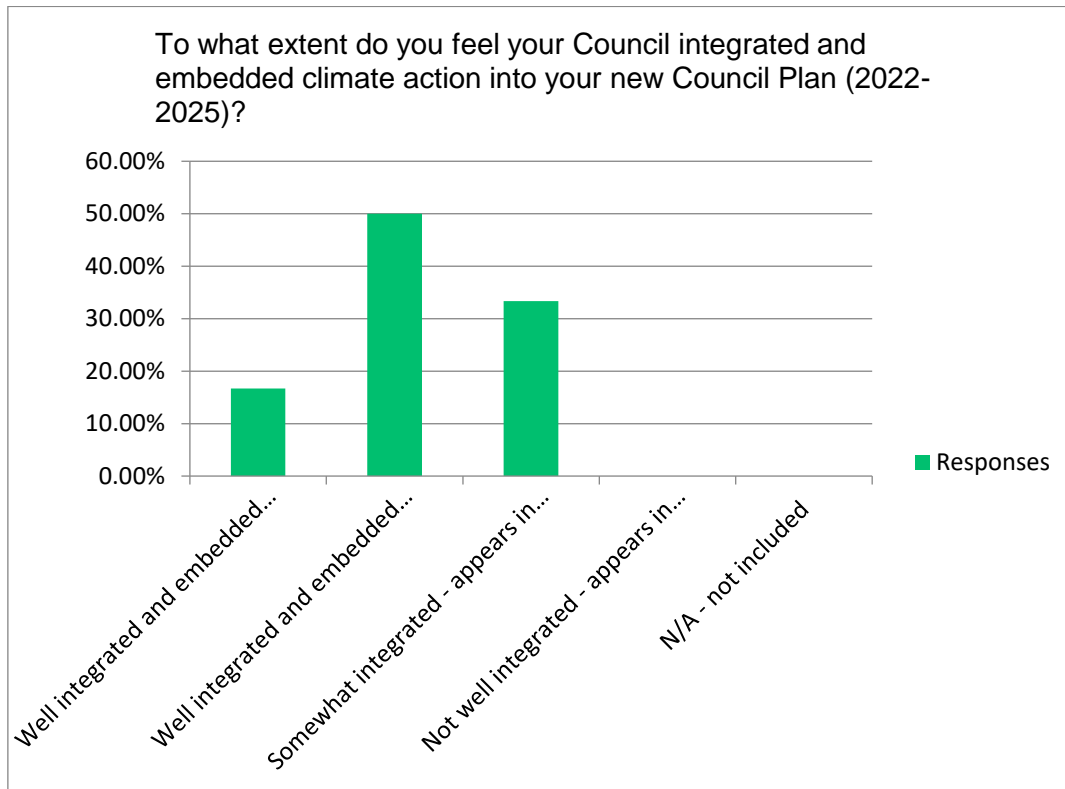
When the scores of sustainability staff and corporate planning staff were compared, they were nearly the same on this question, with corporate planners scoring their Council Plan slightly more highly (average 4.33 vs average of 4.17).

To what extent do you feel your Council included and addressed climate action into your new Council Plan (2022-2025)?



Respondents were less positive about the extent to which their council had embedded and integrated climate change in their new Council Plan, with a third (4/12) believing their councils had embedded and integrated climate change only “somewhat” meaning that it “appears in more than one area/section/theme/objective but only in depth in one.” Half (6/12) were more positive, reporting that climate change is “Well integrated and embedded across two or more areas/sections/themes/objectives.” Only two respondents felt climate change is “Well integrated and embedded across all or most areas/sections/themes/objectives.”

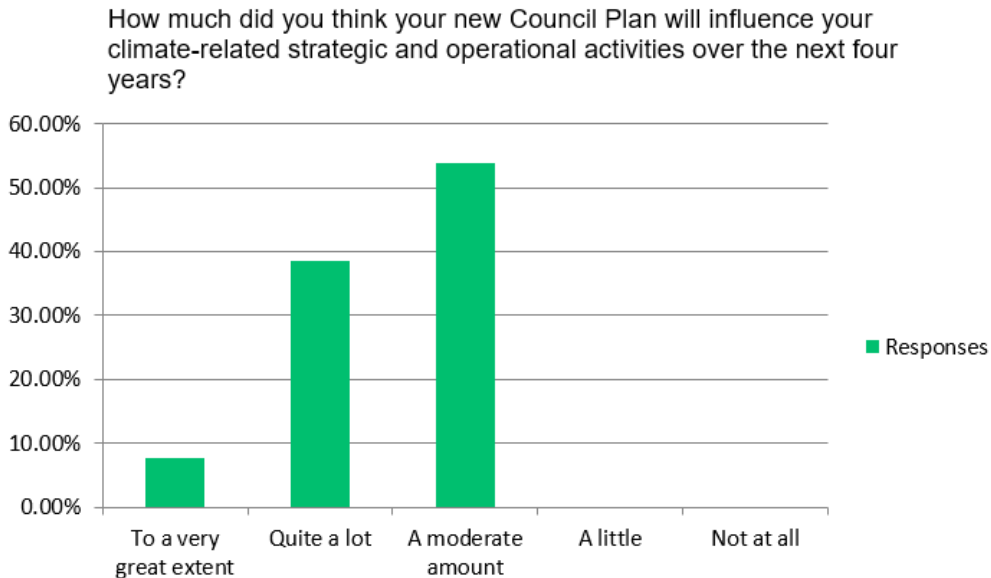
When the scores of sustainability staff and corporate planning staff were compared, corporate planners scored the integration of their Council Plan more highly (average 4.17 vs average of 3.29). Some comments indicated that staff felt that not embedding climate change in multiple areas was appropriate.



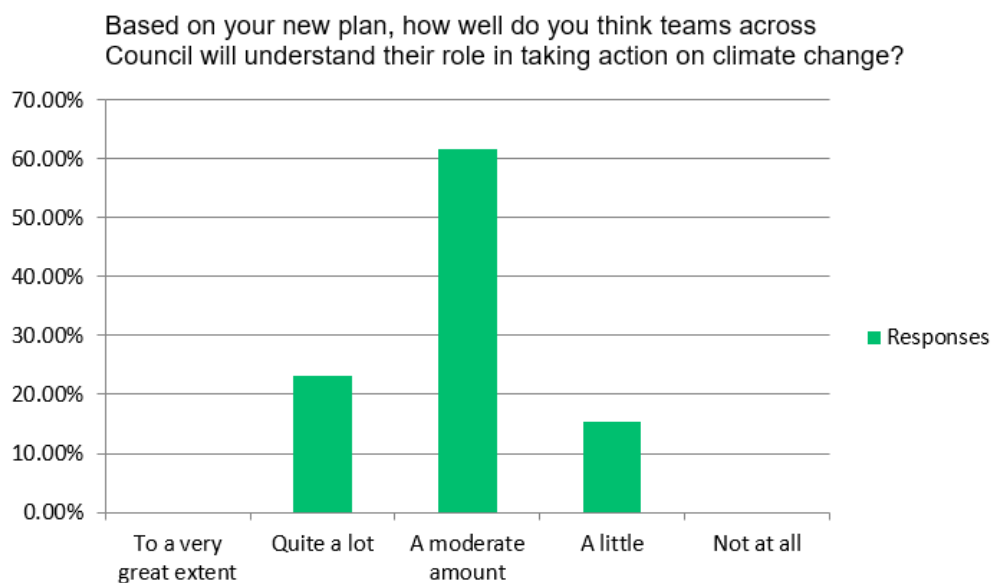
Responses were quite mixed on whether Council Plans contained “strong and measurable targets” with a third saying they had strong and measurable targets, one quarter saying their council plan either contained no targets or only weak targets that can’t be measured, another quarter saying they are “fairly strong” and “fairly measurable” and two saying that their targets are “somewhat strong” but not easily measurable. A third of respondents commented that more detailed work on targets would be done in future documents (such as action plans) or was already contained in other documents (such as a climate strategy).



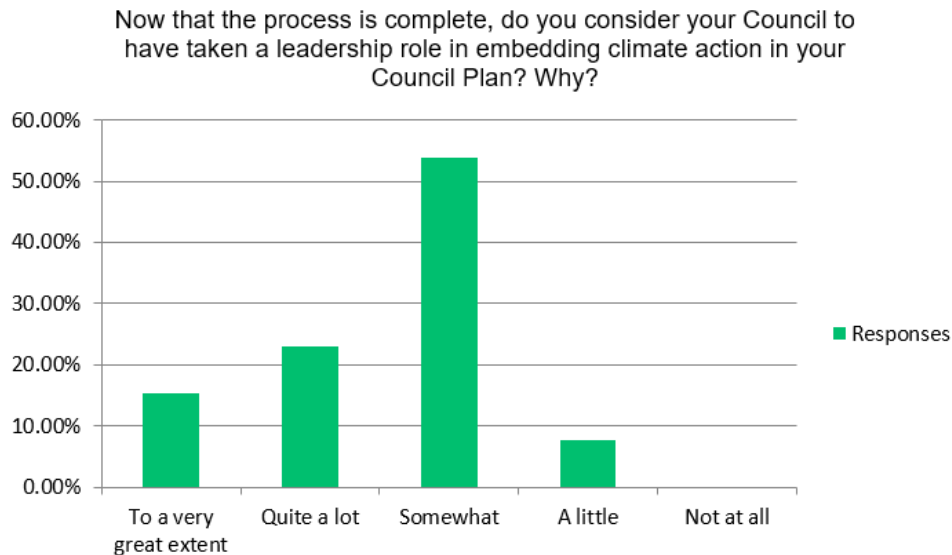
When asked whether the Council Plan will influence their (climate-related) work over the next four years, more than half (7/13) of respondents predicted that the influence would only be “moderate.” More than a third (5/13) said it would influence their work “quite a lot” and only one council said it would influence their work “to a very great extent.”



When rating the extent to which they predicted teams across their councils would understand their roles in climate action, more than 60% of respondents (8/13) felt that teams’ understanding would be “moderate,” with a handful believing teams would understand their roles “quite a lot” or only “a little” (3 and 2 respondents respectively).



Respondents rated their new Council Plan in terms of whether it demonstrates leadership in embedding climate action. Just over half (7) felt their council had played “somewhat” of a leadership role, while nearly half said they had taken a leadership role “to a very great extent” (2) or “quite a lot” (3). These results are similar to those of councils interviewed in Round 1.



Respondents were asked to rate the level to which their new Council Plan reflects four principles of good governance in terms of climate action:

- (a) Accountability - council is required to justify actions and decisions
- (b) Transparency - decisions and activities are done in an open way
- (c) Fairness - decisions and actions are impartial and just
- (d) Robustness - decisions and actions are strong, evidence-based and well-considered

Respondents consistently tended towards a middling level (“somewhat”), with around a third suggesting their Council Plan reflects these principles “quite a lot.” A small number of respondents felt they couldn’t give a rating and an even smaller number rated their Council Plan as reflecting these principles “to a very great extent”. The response the fourth principle (robustness) was a little different, with a higher number of respondents giving their Council Plan the highest rating, and a higher number giving their council a middling rating.

	TO A VERY GREAT EXTENT	QUITE A LOT	SOMEWHAT	A LITTLE	NOT AT ALL	DON'T KNOW	TOTAL
(a) Accountability	8.33% 1	33.33% 4	41.67% 5	0.00% 0	0.00% 0	16.67% 2	12
(b) Transparency	16.67% 2	25.00% 3	33.33% 4	8.33% 1	0.00% 0	16.67% 2	12
(c) Fairness	8.33% 1	33.33% 4	41.67% 5	0.00% 0	0.00% 0	16.67% 2	12
(d) Robustness	25.00% 3	0.00% 0	58.33% 7	0.00% 0	0.00% 0	16.67% 2	12

Table 3: How much do you think good climate governance is reflected in your new Council Plan for the following factors: (a) Accountability (b) Transparency (c) Fairness (d) Robustness

In the first round of interviews (see page 7) Council officers had generally expected that their organization would reflect each of these four factors of good governance to a considerable extent (with most councils rating this 3 or 4 and average of about 3.4). Some councils acknowledged at the time that they predicted their councils' performance might be lower than they hoped for. These newer results, however, are fairly similar to those collected in round 1.

Respondents were also asked to their council's capacity to take strong action on climate change, based on the following factors:

- (a) Agency - capacity of staff to act independently, make decisions, and innovate
- (b) Ability - capacity to undertake action effectively
- (c) Ownership - ability and willingness of staff to take on climate action
- (d) Collaboration - capacity of staff to work together

The vast majority of respondents consistently tended towards a middling to high level ("somewhat" to "quite a lot"), with only a small number of respondents rating their council as reflecting these capacities "to a very great extent" or only "a little."

	TO A VERY GREAT EXTENT	QUITE A LOT	SOMEWHAT	A LITTLE	NOT AT ALL	DON'T KNOW / TOO VARIED TO SAY	TOTAL
(a) Agency	0.00% 0	33.33% 4	50.00% 6	16.67% 2	0.00% 0	0.00% 0	12
(b) Ability	8.33% 1	41.67% 5	41.67% 5	8.33% 1	0.00% 0	0.00% 0	12
(c) Ownership	8.33% 1	50.00% 6	41.67% 5	0.00% 0	0.00% 0	0.00% 0	12
(d) Collaboration	16.67% 2	33.33% 4	41.67% 5	8.33% 1	0.00% 0	0.00% 0	12

Table 4: How would you rate your council's capacity to take strong action on climate change, based on the following factors: (a) Agency (b) Ability (c) Ownership (d).

These responses are slightly more uniform and slightly higher than the responses collected in the first round of interviews (see page 8), but neither the number of responses or the strength of the responses justifies any conclusions about this.

2. The process of developing the Council Plan

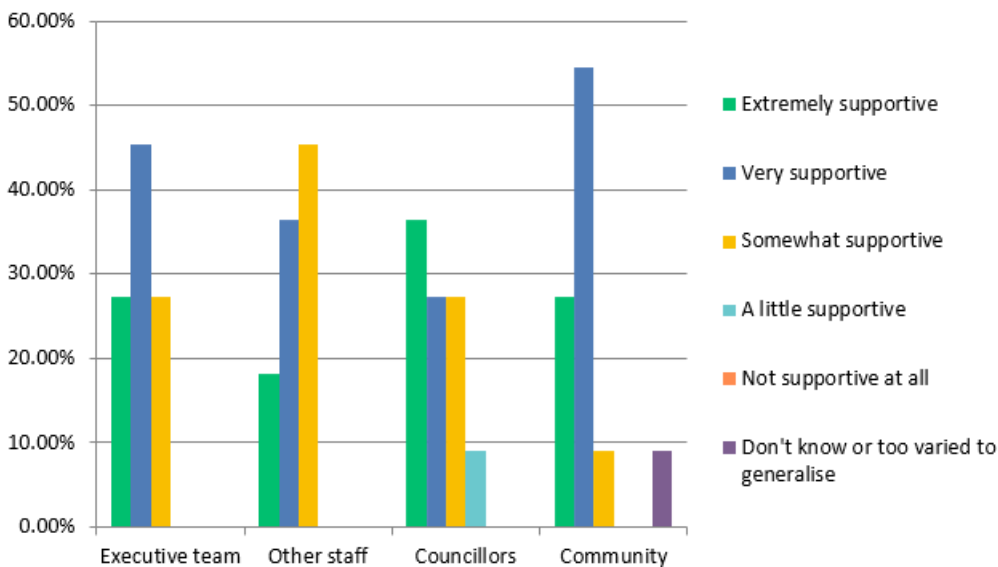
Of the councils who used an existing framework to develop their Council Plan, all felt that they had followed the framework and that it had aligned at least to some extent.

ANSWER CHOICES	RESPONSES	
Followed and aligned well	40.00%	4
Followed and aligned to some extent	30.00%	3
Not successfully followed or aligned	0.00%	0
Didn't use any existing framework	30.00%	3
TOTAL		10

Table 5: *If you used any existing framework or guidance to create the plan, what was it, and how successfully was this followed?*

When asked to compare the level of support of different stakeholder groups for embedding climate change in the Council Plan, respondents seemed to rate councillors and community as slightly more supportive than the Executive team and other staff. When scores were averaged across all responses (i.e. with non-responses excluded), all four groups of stakeholders were rated around an average of 4 (“very supportive”).

How would you describe the level of support throughout the process for climate action to be embedded in the Council Plan from: your Council's Executive team, other staff, Councillors and the community?



	EXTREMELY SUPPORTIVE	VERY SUPPORTIVE	SOMEWHAT SUPPORTIVE	A LITTLE SUPPORTIVE	NOT SUPPORTIVE AT ALL	DON'T KNOW OR TOO VARIED TO GENERALISE
Executive team	27.27% 3	45.45% 5	27.27% 3	0.00% 0	0.00% 0	0.00% 0
Other staff	18.18% 2	36.36% 4	45.45% 5	0.00% 0	0.00% 0	0.00% 0
Councillors	36.36% 4	27.27% 3	27.27% 3	9.09% 1	0.00% 0	0.00% 0
Community	27.27% 3	54.55% 6	9.09% 1	0.00% 0	0.00% 0	9.09% 1

Table 6: How would you describe the level of support throughout the process for climate action to be embedded in the Council Plan from: your Council's Executive team, other staff, Councillors and the community?

These results are similar to the results found in the Stage 1 interviews (see table below), and no real significance can be attributed to the small differences found given the small sample size and the fact that the respondents were overlapping but not identical in the two stages.

Group	Stage 1	Stage 2	Difference
Executives	Average 3.6	Average 4	Slight increase in perceived support (0.4)
Councillors	Average 3.8	Average 3.9	Slight increase in perceived support (0.1)
Community	Average 4.4	Average 4.2	Slight decrease in perceived support (0.2)
Other staff	N/A	Average 3.7	N/A

Table 7: Average scores across the different stakeholder groups in Stages 1 and 2

When asked if an evaluation of the Council Plan development had taken place, surprisingly few respondents (4/11) said yes.

ANSWER CHOICES	RESPONSES
Yes	36.36% 4
No	18.18% 2
Don't know	45.45% 5
TOTAL	11

Table 8: Has there been, or is there a plan for there to be, any process of reflection and learning that will feed into future council plan processes?

Respondents were asked compare their recent engagement processes for the development of the new Council Plans to previous Council Plan processes (or generally to other engagement processes). The responses to this question were fairly low, and comments suggest there was a technical issue with this part of the survey, so responses must be considered incomplete.

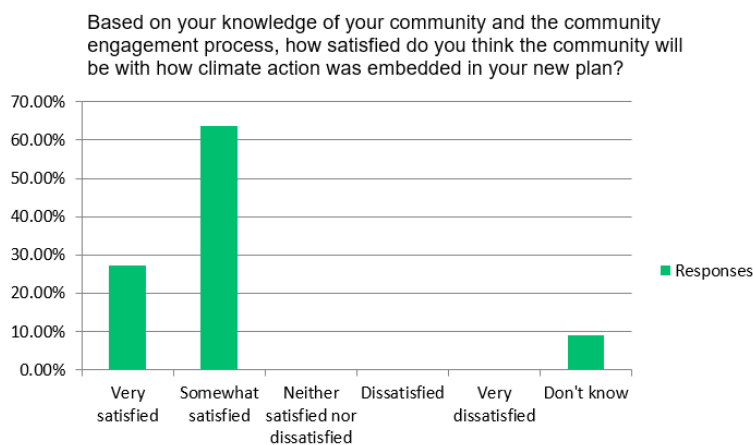
Hearteningly, those who did answer provided a strong response indicating that there was genuinely deliberative engagement and that the focus on community engagement was stronger

than in previous years. The inclusion of climate change in the community engagement process was rated the same or better than in previous years.

	YES, MUCH MORE SO THAN IN PREVIOUS YEARS	YES, MORE SO THAN IN PREVIOUS YEARS	YES, ABOUT THE SAME AS PREVIOUS YEARS	YES, BUT LESS SO THAN IN PREVIOUS YEARS	YES, BUT CAN'T COMPARE TO PREVIOUS YEARS	NO	TOTAL
Was there a strong focus on community engagement?	20.00% 1	60.00% 3	0.00% 0	0.00% 0	20.00% 1	0.00% 0	5
Was it deliberative? (See question above.)	42.86% 3	0.00% 0	0.00% 0	0.00% 0	28.57% 2	28.57% 2	7
Was it successful in gaining engagement?	0.00% 0	50.00% 1	0.00% 0	50.00% 1	0.00% 0	0.00% 0	2
Did it influence the Council plan?	0.00% 0	50.00% 1	50.00% 1	0.00% 0	0.00% 0	0.00% 0	2
Was climate change explicitly included in the engagement process?	0.00% 0	50.00% 1	0.00% 0	0.00% 0	0.00% 0	50.00% 1	2
How well was it included and addressed in the engagement process?	20.00% 1	20.00% 1	60.00% 3	0.00% 0	0.00% 0	0.00% 0	5

Table 9: How do you rate the community engagement process compared to previous processes (or generally)?

When asked to estimate the level of community satisfaction with how climate change had been embedded in their Council Plan, most respondents felt their community would be “satisfied” or “very satisfied.”



3. Barriers, enablers and support needs

Respondents also provided some qualitative data in terms of commentary about what they saw as the barriers to and enablers of embedding climate change in the Council Plan.

Barriers	Enablers
<ul style="list-style-type: none"> • Some resistance among older residents • Limited Guidance from State Government • Uncertainty about roles and responsibilities of council re Climate Change adaptation • Lack of detailed understanding of what climate change will mean to the municipality and Council's assets, operations and services • Differing levels of understanding of climate change across individuals, Teams, and Directorates and the roles and responsibilities they have • Low resourcing of significant action relative to the climate emergency we face • Impacts of COVID-19 • The detail for action on climate change is not well aligned with our Council Plan. We reference the reasons for action and our targets in the plan but go into much more detail in our climate strategy • The measures could be improved and more quantifiable. • Lack of information regarding financial impacts of climate change on Council means this cannot be embedded in financial planning. This includes impacts on expenditure (e.g. increased maintenance and service delivery) and income (e.g. rates, rent) • Very short timeframe and lack of clear process. • Councillor hesitancy; lack of councillor champion. • Structure of Council Plan - uses Community Vision as framework. Council Plan refers to other documents i.e. action in Council Plan is to review, update and implement [climate strategies] - detail on how is in this strategy • Organisational maturity 	<ul style="list-style-type: none"> • Supportive Corporate Planning team/coordinator/officer • Acknowledgement by organisation /Exec of climate change as a cross-cutting issue/risk. • Strong support from Councillors and youth sectors, organisational support and promise of delivery in announcing climate emergency and subsequent development of Our climate emergency response strategy • Council declaring a Climate Emergency • An internal audit undertaken of Council's Climate Change Adaptation Response, which included a recommendation that climate change be embedded in the new Council Plan. • Development of a Climate Emergency Strategy & Action Plan, which included specific actions relating to embedding climate change into the new Council Plan • Raising of awareness (including Council's roles / responsibilities) as part of the internal stakeholder engagement undertaken in the development of the Climate Emergency Strategy. • Interest of specific Councillors • A supportive Executive Team • Being recognised as a key priority and strategic objective area. • Having an existing strategy with targets and actions • Strong strategic direction from Council. • Input and feedback from subject matter experts across the organisation. • Being identified as a priority in the Community Vision. • Having an existing a Climate Emergency Plan • Initiative, commitment and ability of Health Planner to try to strengthen considerations of climate emergency in the health plan. • Sustainable Environment and Organisational Performance and Engagement departments working together well. • Results from community climate change survey and community input via deliberative engagement process. (Deliberative engagement and community engagement mentioned multiple times.)

Table 10: *What were the enablers for and barriers to embedding climate change in your Council Plan?*

Respondents also provided their ideas about how council officers could best be supported to embed climate change in the Council Plan, listed below.

- Progressive building of capacity tailored to different service units, so they understand the connection and have ownership of its relevance - not as stand-alone activity related to Plan.
- Continued review of the operating environment, external climate and existing plans to ensure we are continuing to address the right issues at the right time.
- Support from advisory committees (internal and external members)
- Work the officers / Departments preparing the plan
- Targeted engagement with Councillors and Executive - as they have significant ability to drive the focus of the Council Plan
- Staff need to have process and policy also addressing Climate emergency and impacts. Needs to be embedded across council.
- Support to get a consistent approach to assessing financial impacts of climate change. This will help executives and councillors be more comfortable with assumptions.
- If the organisation runs a strategic process internally to develop the Council Plan that would assist with embedding climate change (i.e bringing together key people across teams over several months to discuss the strategic drivers/themes that shape the plan (not only climate change), providing them with the information, time and structures to develop strategic actions (eg workshops, guidance on what is needed by when, strategic discussions about what could or should be included in the Council Plan).
- Guidance on how to embed climate change into actions, strategic objectives, and themes in the absence of an overarching target or a strong climate theme.
- Use of examples/case studies for the variety of Councils - e.g. early adopters, middle of the road, late adopters.
- Making the Leadership Team and Councillors aware of responsibilities and legislation.

Officers also noted that these are the first Council Plans to be developed under the new legislative framework, and that they were developed during the COVID-19 pandemic, which had significant impacts on timelines, project planning and delivery.