# Victorian Climate Resilient Councils

## Program Models Comparison Report

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# Contents

# 1    Introduction

This report provides an overview of existing program models, both in Australia and internationally, that might inform discussions around the business case for the proposed Victorian Climate Resilient Councils (VCRC) program. The report summarises the features of eight relevant program models: four from Australia (section 2) and four internationals (section 3). The eight programs described all focus on climate mitigation and/or adaptation. The report provides detailed summaries of all aspects of program design, ascertained from online sources, reports and, where possible, personal communication with program executive staff. In section 4, there is brief comment provided on other programs that have been looked at through the research process but, for a several reasons, have not been thought ideal to focus on in detail. Following the summaries, section 5 provides a brief and preliminary analysis of successful program elements, as well as common challenges involved with these programs.

In section 1, a summary matrix of the main findings has been provided.

## 1.1 Summary Matrix

| FEATURES | QCRC | CPP Aus | WALGA | QCoasts | PCP | BARC | AAP Ontario | CPP ICLEIA |
|---|---|---|---|---|---|---|---|---|
| **Program Focus/aims** | LG capacity building for CC governance | LG emission reduction & networking | LG capacity building; networking | LG coastal CC risk management | LG emission reduction & networking | LG climate resilience planning and implementation | LG climate resilience planning and implementation | LG emission reduction & networking |
| **Scope** | State-wide; adaptation; funding for up to 52 councils | Aus wide; Mainly mitigation, adaptation starting | Regional WA; mitigation/ adaptation | Qld coastal councils; adaptation | Canada wide; mitigation | Canada wide; adaptation | Ontario Province | Urban Councils across Australia |
| **Program KPIs?** | Yes, but NA | Yes | NA | Yes | Yes | NA | NA | NA |
| **Who does the program engage?** | LG staff/executive, adaptation experts, state gov (directly), local stakeholders (indirectly) | LG staff/executive, climate experts, (directly), community stakeholders (indirectly) | LG staff/executive, paid coordinators, state gov; | LG staff/executive, adaptation experts; state gov (directly), local stakeholders (indirectly) | LG staff/executive, adaptation experts | LG staff/executive (directly); local stakeholders (indirectly) | LG staff/executive (directly); local stakeholders (indirectly) | LG staff/executive (directly); local stakeholders (indirectly) |
| **How Many Councils participated?** | 44 | 144 | 6 (minimum, not started yet) | 32 | 490 | 77 (34 actively) | Aiming for 40 (not yet achieved) | 144? |

| FEATURES | QCRC | CPP Aus | WALGA | QCoasts | PCP | BARC | AAP Ontario | CPP ICLEIA |
|---|---|---|---|---|---|---|---|---|
| **How much funding?** | $3.5 million over 5 years | NA | $420,000 over 2 years | $13.2 million over 5 years | NA | NA | NA | NA |
| **Funding Model** | Free service, state government funding | Free service; funding mainly via Climate council donations/ philanthropy | Free service, state government funding | Free service, state government funding | Free service, funding via two FCM funds | Member Fees | Free service, state/national funding | Member fees; national funding & ICLEI funding |
| **Who administers program?** | LGAQ | Climate Council | WALGA | LGAQ, DES | FCM & ICLEI | ICLEI | ICLEI | ICLEI |
| **Notable/ Unique Features** | Tailored face-to-face expert briefings | Council buddy system | Collaborative mitigation/ Adaptation projects | Involvement of external consultants and expert committees | Joint administration model | Comprehensive online tool; extensive expert support | Three tailored streams focussing on different elements of adaptation | LGs encouraged to form stakeholder taskforce |
| **Notable Achievements** | Improved climate governance; increased leadership knowledge | 750 climate/energy pledges | NA (not started) | State awards; widespread recognition | Emission reduction targets equivalent to a fifth of Canada's emissions | 1,320 impacts identified; 1,980 adaptation actions identified | NA (not started) | Improving climate awareness and planning within council |
| **Key Challenges** | Avoiding duplication | Avoiding duplication/ | NA (not started) | Ensuring effective | NA | NA | NA | Lack of accountability |

| FEATURES | QCRC | CPP Aus | WALGA | QCoasts | PCP | BARC | AAP Ontario | CPP ICLEIA |
|---|---|---|---|---|---|---|---|---|
| | | clear strategic communication | | community engagement | | | | |

# 2  Overview of Program Models – Australian

## 2.1    Queensland Climate Resilient Councils

### 2.1.1 Program Contacts

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Manager for Planning, Development and Environment, LGAQ

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### 2.1.2  Objective/Purpose

**Purpose:**

The Queensland Climate Resilient Councils (QCRC) program aims to work with local governments (LGs) to deliver services and products that will strengthen staff and leadership team skills and capacity to plan for and respond to the challenges and opportunities arising from climate change". The program is particularly focussed on improving LGs climate risk governance processes, with the aim of assisting councils to understand their governance strengths and weaknesses and how they can be improved.

**Objectives**

The program has four explicit objectives:

1. Understand the barriers to Queensland LG incorporation of climate change (CC) considerations and responses in core decision-making.

2. Ensure Queensland LGs have access to tested, accurate, appropriately targeted, and fit-for-purpose information, templates and documents enabling defensible, timely and effective local CC decision-making.

3. LGs participating in detailed governance assessments are supported to explicitly incorporate CC considerations in statutory and corporate documents, systems and processes; and

4. Test the Queensland LG Climate Risk Management Framework, through piloting the preparation of two multi-stakeholder LG area climate strategies.

### 2.1.3  Program Scope

QCRC is a state-wide program focusses mainly on improving governance arrangements for climate adaptation. Funding for the program (see below) has been made available for 52 of the 77 councils, available on a first in best dressed basis.

### 2.1.4  Components and Structure

**Program Services**

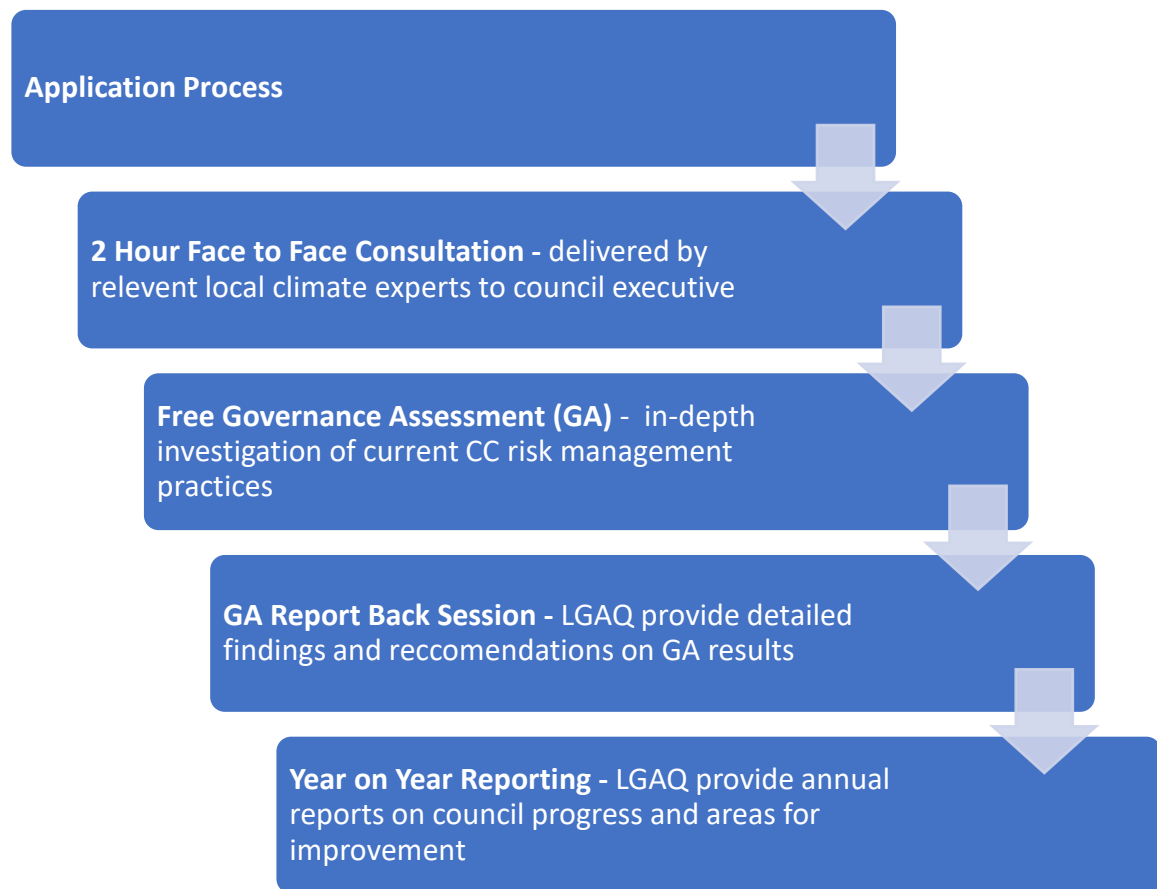The QCRC offers the following free services and products

- ***Face to Face briefing*** - recognised CC specialists provide a 2-hour briefing to elected councillors and executive management, to discuss the implications of CC on council operations and stakeholders. Meeting covers legal considerations, financial and insurance implications, and importance of good governance. In addition, councils can select up to two additional topics of interests (which in turn informs the experts chosen), related to adaptation.

- ***Detailed governance assessments*** – this is a free assessment available to participating councils. It evaluates and rates council's responses against world best practice standards for 10 quantitative and 7 qualitative governance indicators (17 in total). Each assessment involves a review of documents, interviews with key staff and council officer surveys. These are used to provide a detailed summary of findings and recommendations, provided in the form of both a static report and dynamic visualisation tool developed by an organisation ('Climate Planning) expert in local climate governances.

- ***LG Climate Resilient Network*** - comprised of councillors, CEOs and staff interested in working with the program on the development of tools and resources and peer to peer sharing of knowledge and experiences. The network is the first to receive notifications of new resources and opportunities like sponsorships and project grants.

- ***Climate risk management framework and guideline*** - the framework, currently in a testing phase, is made available to participating councils. It is based on key principles for local level climate planning and action. It involves 3 phases made up of 9 steps (see below). It is a cyclic and iterative process with each step involving a decision point for action, framed by a key question. Guiding principles, recommended actions and key resources are provided to support undertaking each step. The guideline provides detailed information to support LGs implement the framework in partnership with its stakeholders.

The three Phases and nine steps of the Climate Risk Management Framework:

- o Phase 1 - strategic climate risk proofing
    - o understanding climate risk
    - o strategic overview
- o Phase 2 - detailed climate risk planning
    - o detailed risk assessment
- o Phase 3 - implementing climate actions
    - o setting response parameters
    - o action planning
    - o organisational readiness
    - o project management
    - o monitoring and evaluation
    - o strategic review.

- **Eligibility for climate risk management grant program -** In order to encourage the use of this framework, member councils are eligible to access one of two QCRC grants (one for an individual council, the other for a group of councils) designed to pilot the development of a multi-stakeholder climate risk management strategy in their LG area.

- **Leading practice resources for councillors & staff** – this involves a tailored package of best available designed to be relevant to LG. They have been reviewed by a panel of Griffith University experts and members of the LG Climate Resilient Network.

- **Access to professional development courses –** this involves two nationally accredited climate risk management courses, developed by the Q CRC program, designed to provide practitioners in local and State government and allied professionals, the skills and understanding to make effective decisions about climate risk. These, however, are not part of the core QCRC program and require payment for enrolment.

- **Governance Comparison Platform –** a members only platform enables to councils to assess and record their governance practice improvements and compare their scores with other councils, long after the program ends. It allows councils to find peer-councils that have scored well on indicators they are interested in improving, in order to facilitate document sharing and learning.

**Sequencing to Build Capacity**

Figure 1: Basic Sequence of the QCRC for building capacity



> **Application Process**
>
> **2 Hour Face to Face Consultation** - delivered by relevent local climate experts to council executive
>
> **Free Governance Assessment (GA)** - in-depth investigation of current CC risk management practices
>
> **GA Report Back Session** - LGAQ provide detailed findings and reccomendations on GA results
>
> **Year on Year Reporting** - LGAQ provide annual reports on council progress and areas for improvement

### 2.1.4.1    Audience and Reach

The main audience of the program is Council Staff and executive. However, one of the main goals of the program is to assist councils to undertake a Climate risk management assessment and implementation process (see above) which will involve working with a range of local stakeholders to deliver climate resilient projects.

### 2.1.4.2    Funding

The program is free for participating councils. According to the LGAQ Annual Report (2017) the program has been funded for a total of $3.5 million by the Queensland state government. Funding will end in June 2022.

### 2.1.4.3    Governance

The QCRC formed out a partnership between LGAQ and the Queensland Government (Department of Environment and Science). The program is administered by the LGAQ, with funding provided by the Queensland Government. One Program Manager is

employed by to LGAQ to run the program. My understanding is that external experts are brought in to run face-to-face briefings, one assumes on a contractual basis.

### 2.1.4.4    Key Performance Indicators

Amanda Dryden, (Manager for Planning, Development and Environment, LGAQ) suggested (personal communication) the program did have KPIs related to the program objectives, however, these have not been obtained. See also comment below from Dorean Erheart (program manager).

### 2.1.4.5    Program Status and Results

**Engagement Levels:**

According to the program website (2021) 44 of the 77 Queensland councils have joined the program. 33 Councils have completed a governance assessment

**Achievements**

According to the program website (2021) the program has:

- significantly improved council climate governance practices. Between 2016 to 2019, for example, overall climate governance for QCRC participating councils improved at twice the rate of non-participating councils. This was established using 'desktop assessment' surveys which reviewed and scored governance practices across ten indicators, with scores measured from 'no-data' (0) through to advanced (50).
- The highest scores were found in emergency/disaster management, Greenhous gas emissions and land use, while the weakest were in incorporating climate into the public risk register, asset management and adopting/utilising a climate risk management framework.
- The website reports that 88% of councillors reported that the face-to-face briefing had increased the knowledge of climate risks 'a great deal or a lot'.

**Program Evaluation**

The program manager provided the following feedback on beneficial and problematic/challenging aspects of the program.

*Beneficial Aspects:*

- The briefings provided to council leadership (Councillors and CEOs) on the need to adapt to climate change.

- The provision of coordinated resources to assist councils with their adaptation response planning

*Problematic/Challenging Aspects:*

- Amanda Dryden suggested there had been challenges with differentiating the program from others. For example, councils have at times confused the program with QCoasts and claimed they do not need to be involved. Ensuring clarity about the strategic purpose of the program – including clear communication of this purpose - and its relationship/difference to others is therefore critical.
- Dorean suggested it would have been better to establish broad program KPIs and metrics when they started the program to track progression and provide benchmarking. E.g., How many councils in the program have adopted climate adaptation plans, or have completed a climate risk assessment?
- Dorean also mentioned that the inclusion of more monitoring evaluation and reporting (MER) would have been helpful– (note, it's unclear whether this is with regards to the broad KPIs outlined above, or more granular MER)
- A lack of financial resourcing has also been identified as an issue.

## 2.2 Cities Power Partnership

### 2.2.1 Program Contact

Portia Odell

Director, Cities Power Partnership

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Website: https://citiespowerpartnership.org.au

### 2.2.2 Objective/Purpose

A national program aimed at connecting, empowering, and celebrating local councils to take action to reduce emissions and switch to clean energy. The program is designed to be easily accessible for all councils, with no upfront financial cost and less onerous reporting requirements than other climate alliance programs.

### 2.2.3 Program Scope

The program is national in scope and centres on engaging councils of all sizes. The focus of the program to date has mainly been on assisting councils to reduce their emissions through specific projects, but councils are now requesting more support for adaptation related projects.

### 2.2.4 Components and Structure

**Program Structure**

- **Become a member** - Councils sign up to the program for free
- **Power Up** – Councils are given 6 months to identify and submit 5 key actions from dozens of possible 'partnership action pledges'. These pledges are organised into categories including renewable energy, energy efficiency, sustainable transport, and working together and influence. Councils are given support to develop and carry out these pledges, as outlined below.
- **Power On** – members report on progress against the 5 actions in an annual survey. Once all five pledges are complete, new action items are selected.

**Assistance and Features**

Assistance offered to councils includes

- 'Knowledge hub' Online Tool

- - *Azility Power Analytics tool* - Enables councils to measure and report on project costs, project and actual savings, resources and emission saved/offset and other relevant data
  - *Online Forum* – council representatives can ask questions and received answers from climate/energy experts (i.e., "Ask me Anything" sessions are organised via the hub) and share insights and connect with other councils.
  - *Resource Library* –this includes i.e., practical case studies, examples of request for tender documents, costs, and carbon savings of different actions etc.
- Monthly Meet and greet – to help build connections among members
- Monthly webinars – on topics that members are interested in
- Bi-annual summit – designed to celebrate achievements and help connect members.
- Expert briefings/training sessions
- Monthly member newsletters

**Innovative elements:**

- **Buddy System** – each council is buddied with two other local councils so that they can collaborate on projects, share knowledge, and receive national/local media exposure.
- **Inclusivity** – the program does not mandate an emission reductions target as the key/only measure of success, which some argue (ARENA, 2019) makes it more inclusive of smaller resource constrained councils.
- **CPP Climate Awards** – held annually, these awards are aimed at recognising the unsung work of climate heroes in local communities across the country.

### *2.2.5  Audience and Reach*

**Audience**

The program has three *direct* audiences:

- **mayors and local councillors** – they must request CPP membership and support action on council pledges;
- **Project officers/managers** typically they do the day-to-day work of developing and implementing the program

- **Regional/State-wide Council Representative Organizations –** increasingly the program has been working with council representee groups to better understand the specific needs of councils in each area.

**Reach:**

150 LGs have signed up to the program, including 500 cities and towns covering 60% of Australian population. Interestingly, almost half of member councils are regional (46%). The Climate Council Information for Councillors document (2021) notes that the program aims to have 50% of councils across Australia join the CPP by 2025.

### 2.2.6 Funding

There are no fees/charges for councils to participate in the program. The program is primarily funded through public donations and philanthropic to the Climate Council. However, in 2018 the program also received a grant of $493,000 from the Commonwealth ARENA program (ARENA, 2019)

### 2.2.7 Governance

The program is run by the Climate Council of Australia – an independent non-for-profit CC communication organisation

### 2.2.8 Key Performance Indicators

The KPIs for the program are not clearly stated in existing reports. However, the program director, Portia Odell reported that the two KPIs are:

- *Council Satisfaction* - survey evidence from participating councils on extent of satisfaction with the program
- *Pledge completion* – the amount of council pledges that have been completed (see below for results).

### 2.2.9 Program Status and Results

**Status**

The program is currently active and thriving. Covid has presented some challenges, mainly in terms of the impact it had on council sustainability operations, but CPP program operations have not been impacted.

**Results and Outcomes:**

- The latest Climate Council program report (2020) stated that

- o   750 climate & energy pledges have been made. About 15% of pledges had been completed, while about 70% were in progress.
- o   Over half the pledges have involved installing renewable energy/storage systems on council buildings
- 50+ networking & knowledge sharing events have been run.

**Other Benefits:**

- **Knowledge Sharing** – in 2019 the Climate Council reported survey results which showed the most common reasons councils joined the program was to share and learn from the emission reductions efforts of other councils. The director of the program (personal communication) has also reported that this is the most cited benefit reported by participating councils.
- **Media Support/Promotion** – The program can draw on the profile and media experience within the Climate Council to help promote local initiatives, particularly of small councils, throughout regional, state, and national media. The program manager cites this as one of the unique benefits of the CPP program.

**Challenges & Learnings**

- **Avoiding Duplication**–the director notes that they have had to work hard to ensure they are not duplicating the work of other initiatives and are actually adding value. As such, identifying gaps and unmet needs has been critical. To achieve this, they are increasingly working with regional council representatives to identify gaps and common areas of need for councils in the region.
- **Funding Model** –there is ongoing discussion over the funding model, particularly the question of council subscriptions (currently free).

## 2.3 Regional Climate Alliance Program (WA)

### 2.3.1 Program Contact

Gemma Cook

Program Coordinator-Regional Climate Alliance Program

Ph: (08) 9213 2009

Website: https://walga.asn.au/Policy-Advice-and-Advocacy/Environment/Climate-Change/Regional-Climate-Alliance-Program

### 2.3.2 Objective/Purpose

**Purpose**

This a new program that has just begun to be implemented in 2021. The purpose of the program is to support non-metropolitan, resource-constrained LGs to work together in regional partnerships to address climate adaptation and mitigation issues. The program aims to provide member councils with an opportunity to work with other LGs on common projects, while receiving funding and support from the Western Australian LG Association (WALGA).

**Objectives**

- **Establish Regional Climate Alliances** that can successfully develop and implement projects that are currently beyond the reach of individual LGs and that demonstrate a reduction in CC risks and greenhouse gas emissions from community, business, or LG activities.
- **Sustained Capacity Building -** Support LGs within the Alliances to build their capacity, beyond the life of the Program, to respond to climate change, and accelerate their adaptation and mitigation responses.
- **Resource Sharing -** provide opportunities for the Alliances to share capacity building resources between Alliances and the LG sector more broadly; and
- **Assess the efficacy of the Regional Climate Alliance model** in WA and provide recommendations to DWER, DLGSC and WALGA on whether to expand the program and improve climate adaptation and mitigation action planning and implementation at the regional level, and any recommended improvements to the model.

### 2.3.3. Program Scope

The program is restricted to non-metropolitan councils in Western Australia (i.e., councils outside Perth and Peel regions). It is a pilot program that involves two climate alliances

that must involve a minimum of three LGs. The program is being run over two financial years (2021-2; 2022-3). The focus is on both mitigation and adaptation.

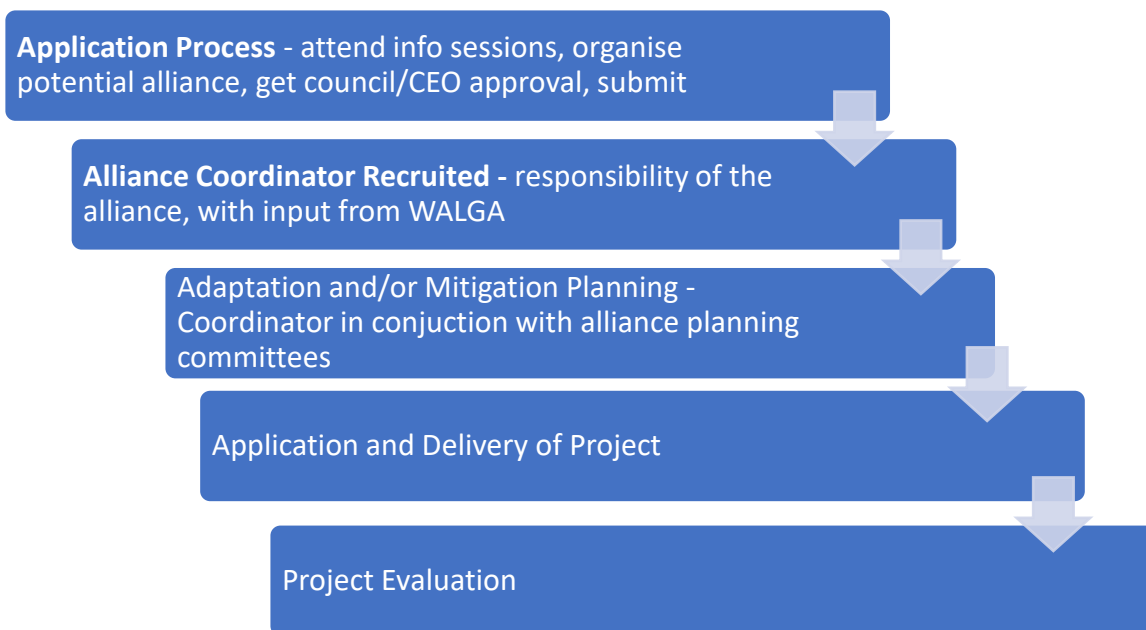### 2.3.4  Components and Structure

**Components:**

The two central components of the program include:

- **Regional Climate Alliance Coordinator** – the employment of two coordinators who will manage the two alliances. One coordinator is recruited and managed by each alliance. The coordinator will work with the alliance councils to assist them throughout the process of developing an adaptation or mitigation project to be funded through the program. This will include (among other things):
    - **Coordinating an initial planning workshop** with alliance representatives to identify objectives, values and areas of interest
    - **Facilitating committees that support decision making** within the Alliance
    - **Preparing and Submitting applications for project funding** (see below) both directly as part of the program and if possible, outside the program.
- **Project Funding** – the program will fund the alliance (see below) for an approved collaborative adaptation or mitigation project. Project funds will be shared between alliances and distributed based on project funding applications. The applications are assessed by a committee with representatives from WALGA and state government.

**Structure and Sequencing**

Figure 2: WALGA program sequence

```
Application Process - attend info sessions, organise
potential alliance, get council/CEO approval, submit

        Alliance Coordinator Recruited - responsibility of the
        alliance, with input from WALGA

                Adaptation and/or Mitigation Planning -
                Coordinator in conjuction with alliance planning
                committees

                        Application and Delivery of Project

                                Project Evaluation
```

### 2.3.5  Audience & Reach

The audience for the program is clearly WA regional councils and various stakeholders impacted by any projects carried out by the alliances. The program only supports two alliances, with each alliance having a minimum of three councils. It therefore will only impact on a relatively small number of the eligible regional WA councils.

### 2.3.6  Funding

The program is funded by the state government for $420,000 over 2 years. Allocation of funds is outlined in the table below

| Item | 2021-22 | 2022-23 | Total Funding |
|---|---|---|---|
| **Regional Climate Alliance Coordinator Position** | $55,000 per Alliance<br><br>$110,000 total | $55,000 per Alliance<br><br>$110,000 total | $220,000 |
| **Project Funding** | Up to $100,000 | Up to $100,000 | $200,000 |

### 2.3.7  Governance

The program is a partnership between WA state government (Department of Water and Environmental Regulation) and WALGA.

### 2.3.8  Key Performance Indicators

No information available

### 2.3.9  Other Relevant Information

It's interesting to note the program has been developed in part as a response to the findings of an earlier WA Climate Resilient project which found that many small regional councils are struggling to respond effectively to climate change. Common barriers include lack of resources, expertise and competing priorities.

### 2.3.10 Program Status and Results

Given that this program is in the process of being initiated there is no information on its actual achievements.

## 2.4 Queensland QCoasts 2100 Program

### 2.4.1 Program Contact

Mat Cork – Program Manager QCoasts

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Website: https://www.qcoast2100.com.au

### 2.4.2 Objective/Purpose

QCoasts program has run from 2016 to 2021 and aims to

- *Provide funding and technical support* - to enable all Queensland coastal governments to plan for and progress plans and strategies to address CC related coastal risks over various timescales.
- *Improve adaptive decision making* - facilitate the development of defensible, timely, and effective adaptation decision making across key areas of planning and operations such as land use planning, infrastructure planning, asset management, community planning and emergency management.
- *Long term capacity building* – particularly, knowledge, professional capability and networks between private, research and state and local government beyond the life of the program.

It should be noted that the program has been continued in the form of QCoasts 2.0, but here we will focus on the first iteration of the project.

### 2.4.3 Program Scope

A state-based adaptation program, accessible to all coastal LGs with exposure to the impacts of existing or future coastal hazards. This applies to 41 local councils.

### 2.4.4 Components and Structure

**Components**

**Coastal Hazard Adaptation Strategy (CHAS) -** At the heart of the QCoast program is the 8-phase Coastal Hazard Adaptation Strategy (CHAS) process depicted in Figure 3. This aims to assist councils in identifying coastal hazards, understand vulnerabilities and risks to assets, engage the community to understand their adaptation preferences, and determine costs, priorities, and timeframes for implementation.

Funding was offered to councils to assist them in moving through the eight phase CHAS process. Councils were *not* required to apply for funding to complete all eight phases of

the project. Often councils applied to carry out the first two phases which involve scoping coastal hazards and areas of interests. Once the scoping phase was complete, councils often made an assessment about whether they needed to apply for some/all of the remaining phases. There was also grant funding offered for pilot projects (excluding detailed design or capital works projects). No grants, however, were taken up by councils.

Figure 3: Coastal Hazard Adaptation Strategy (CHAS).
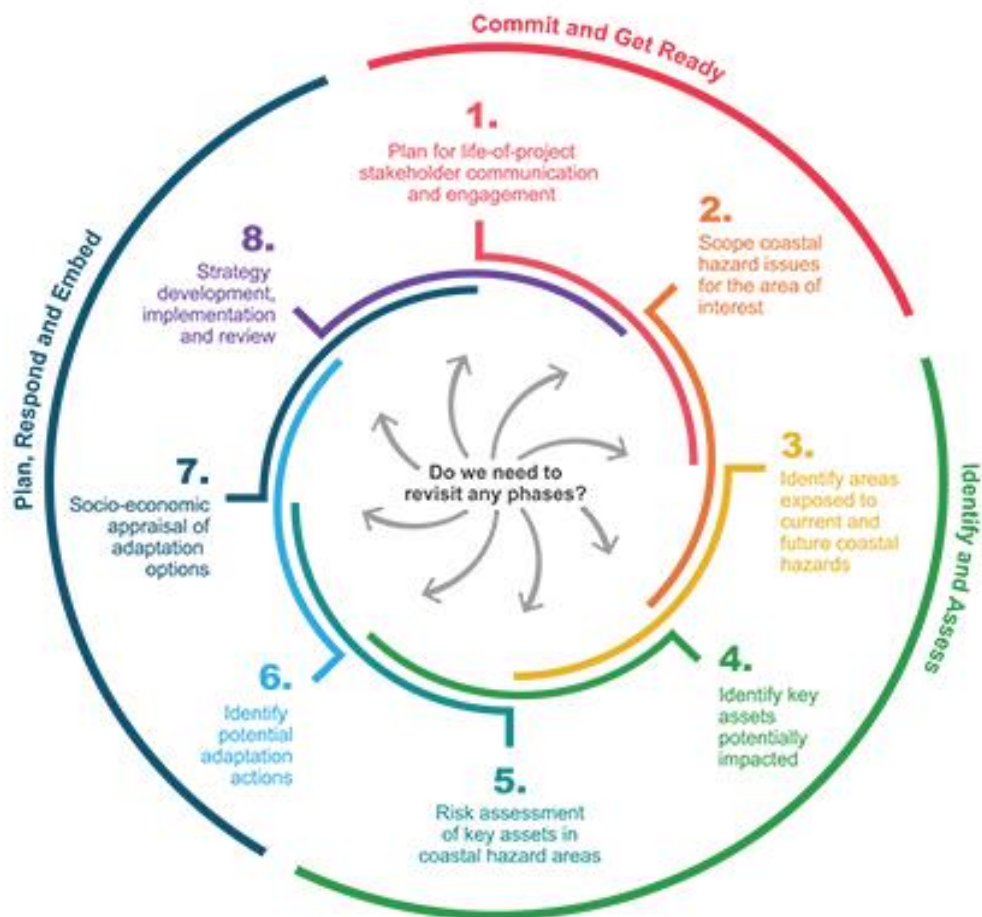
**Sequencing**

Figure 4 outlines how the QCoast program assists councils with each phase of the CHAS.



**Application Process** - councils apply for funding to carry out nominated phases of the CHAS process. LGAQ program manger provides assistence

**Hire and work with External Consultant** - Councils hire (via tender process) a consultant to guide them through each CHAS phase

**Reporting** - Councils report to LGAQ and DES on completion of each phase in accordance with an agreed timeframe

**Phase Review and Amendment** - DES and LGAQ review phase report, in consultation with expert panel and meet with council to provide feedback and discuss possible revisions.

### 2.4.5  Audience & Reach

The primary audience is staff working in coastal councils. 32 of the eligible 41 councils signed up to the program.  In addition, the CHAS process involves councils engaging relevant community stakeholders.

### 2.4.6  Funding

The program is funded by the Queensland government, with a budget of $13.2 million over the life of the program.

The funding for project/s undertaken by councils in order to complete all 8 phases of the CHASE was capped at approximately $500,000. It was open to all eligible councils on a non-competitive basis. Councils were required to provide a cash-based co-contribution.

### 2.4.7  Governance

The governance structure for QCoasts is outlined in Figure 5 below. The board is comprised of members from LG Association of Queensland (LGAQ), the Department of Environment and Science (DES) and the Department of Local Government, Racing and Multicultural Affairs (DLGRMA) who jointly provide oversight and decision-making authority for all aspects of the program. The program manager is appointed by LGAQ. The expert panel provides technical advice to the board, program manager and LGs as

needed. It is comprised of six university professor's experts in all areas of coastal hazard adaptation planning.
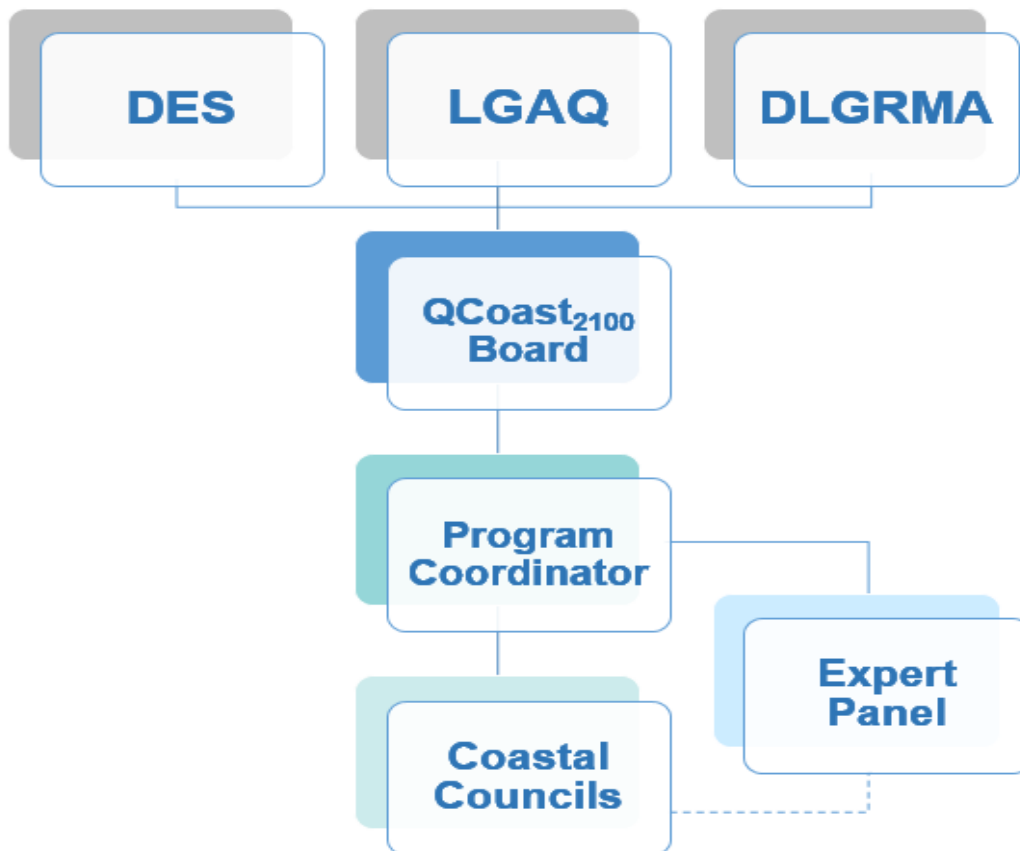


### 2.4.8 Key Performance Indicators

The main two KPIs for the program were:

- Engagement – all 41 eligible councils effectively engaged to ensure they understood about the program and how it could assist them to plan for climate risk.
- Completion of CHASE Projects

Program Manager Mat Corke noted that given the diversity of adaptation needs across different coastal councils meant it would have been inappropriate to have many standardised KPIs.

### 2.4.9 Program Status and Results

**Status**

QCoasts project has been completed but the work continues in the form of QCoasts 2.0 which is focussing more on supporting councils to implement adaptation projects.

**Results:**

According to data from the website, the program has involved

- 11 councils completing all 8 phases of the CHASE. A further 13 are in the process of completing all phases.
- the completion of 53 projects (each project involves the completion of 1 or more phase with a council) with the 32 participating councils.
- The program has been the recipient of several awards including 2019 Australian Coastal Award for Climate Adaptation at the 2019 Australian Coastal Awards and the Environment and Sustainability Award at the 2018 Institute of Public Works Engineering Australasia Queensland (IPWEA) Excellence Awards.

**Challenges/Lesson Learnt**

- Mat Corke suggested that one of the critical learnings was the importance of effective community engagement. Bringing the community along was/is critical to successful CHAS planning process. There was/is no one appropriate community engagement strategy as what worked varied according to council context.

# 3. Overview of Program Models – International

## 3.1 Canada's Partners for Climate Protection (PCP)

### 3.1.1 Program Contacts

Not available

Website: https://www.pcp-ppc.ca

### 3.1.2 Objective/Purpose

The PCP program has been running for over 25 years and aims to provide Canadian municipalities with tools and resources to assist them in meeting their emissions reduction targets.

### 3.1.3 Program Scope

The program is open to all Canadian municipalities on an opt in basis. It is focussed on climate mitigation with members able to choose whether to focus on corporate (i.e. council) or community level emission reductions (or both).

### 3.1.4 Components and Structure

The program consists of a five-step mitigation framework (see below) combined with a website and online tool to support the framework. Members are expected to move through the entire framework within 10 years, and report on progress (with support) every two years.

**Five Step Milestone Framework:**

The five-step program includes:

```
┌─────────────────────────────────────────────┐
│  Milestone 1: creating a GHG emissions       │
│  inventory and forecast                      │
└─────────────────────────────────────────────┘
                      ↓
┌─────────────────────────────────────────────┐
│  Milestone 2: setting a GHG emissions        │
│  reduction target                            │
└─────────────────────────────────────────────┘
                      ↓
┌─────────────────────────────────────────────┐
│  Milestone 3: developing a local action plan │
└─────────────────────────────────────────────┘
                      ↓
┌─────────────────────────────────────────────┐
│  Milestone 4: implementing the local action  │
│  plan                                        │
└─────────────────────────────────────────────┘
                      ↓
┌─────────────────────────────────────────────┐
│  Milestone 5: monitoring progress and        │
│  reporting results                           │
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**Online Tool:**

Municipalities are supported to move through the milestones, via an Online Tool. This is a a user-friendly, web-based resource that helps municipalities prepare GHG inventories, set targets, build action plans, and track progress on implementation.

**PCP Hub:**

This is the program website which provides resources and helps members to connect with one another and share ideas and best practices.

**Further Support**

The PCP secretariat also offers support in the form of:

- Workshops, webinars, and other types of training – for example 10 virtual workshops and 31 webinars were held in 2020-21.
- Peer learning and networking activities,
- Support councils to access funding opportunities
- Assistance understanding the milestone completion and reporting requirements
- Monthly drop-in meetings for members to converse with PCP Secretariat staff

### 3.1.5 Audience & Reach

The primary target audience is municipalities. According to the latest Annual report (2020-21) there are 490 member municipalities, representing over 70% of Canadian population.

When municipalities join the program, they must nominate one staff member and one elected official to be main program contacts.

Council staff members are engaged in the planning and implementation work of the program, whilst elected officials are engaged through adopting a resolution to be involved in the program, and in promoting milestone achievements.

### 3.1.6 Funding

The program receives funding (unclear how much) via both the Federation of Canadian Municipalities (FCMs) Green Municipal Fund and the FCMs Municipal innovation program – both of which are financially supported by the Canadian government and ICLEI. The program does not receive subscription fees, as membership is free for municipalities.

### 3.1.7 Governance

The PCP is delivered by the PCP secretariat which is a team made up of people from both FCM and ICLEI Canada. Based on the website, there is a four-member executive team drawn from FCM and ICLEI. These are supported by a team of five paid staff again drawn from both organisations.

### 3.1.8 Key Performance Indicators

Performance indicators for the program were developed in 2020-21 and are being tested via an annual survey of members. The indicators included:

- Number and percentage of members (respondents) who reported receiving one on one support (either from the PCP Secretariat or an RCA)

- Percentage of responding municipal participants in technical assistance activities that have indicated an increase in skills related to GHG reduction

- Number and percentage of members (respondents) reporting that they have applied the knowledge gained in PCP capacity building programs

- Percentage of members (respondents) who report connecting with another member for support

### 3.1.9 Program Status and Results

The program is active and growing with 40 new members last financial year. According to the annual report the program has achieved significant successes, including:

- In total, 2,009 program milestones have been completed across the 27-year life of the program, including:
    - 660 baseline emission inventories and BAU projections completed
    - 549 community and corporate emission reduction targets
    - 507 local action plans
    - 190 local action plans implemented
    - Progress on 103 local action plans monitored and measured.
- 63 members have completed all 5 milestones.
- Emission reduction targets across the entire program equate to 160 million tonnes of emission reductions by 2050, or equivalent to 22 per cent of Canada's emissions.
- 83% of respondents of a program survey agreed the program had increased awareness of the need to reduce GHGs'
- 93% reported increase in skills related to mitigation.

## 3.2  ICLEI Canada - Building Adaptive and Resilient Communities (BARC)

### 3.2.1  Program Contacts

Hiba Kariem – Main Contact for BARC

Climate Change Project Officer

Email: hiba.kariem@iclei.org

Hana Lapp

Climate Change Project Coordinator

Email: hana.lapp@iclei.org

Website: https://icleicanada.org/barc-program/   ICLEI-Canada Email: iclei-canada@iclei.org

The BARC team also includes Jenny Lotz (British Columbia), Climate Change Planner and Chris Martin (Toronto), Climate Change Project Assistant

### 3.2.2  Objective/Purpose

BARC is a five-milestone framework for planning and adapting to the impacts of climate change. The initiative focuses on assessing local vulnerability to climate change, implementing adaptation strategies, and integrating adaptation planning with other key planning processes. It also aims to build internal capacity and stakeholder collaboration and assist councils to make informed decisions to improve resilience.

- Build internal capacity and multi-stakeholder collaboration
- Access to innovative tools and resources
- Collaborate with experts and peers in other municipalities
- Prepare for costly and extreme weather events
- Make informed decisions to improve resilience

### 3.2.3  Program Scope

A Canadian wide program run by ICLEI Canada, focussed on adaptation.

### 3.3.4  Components and Structure (Key program elements and their sequencing / steps to build capacity)

**Adaptation Framework**

At the core of the BARC program is a comprehensive five milestone framework and associated online tool which aims to assist municipalities to develop and implement an adaptation plan. The framework involves:

1. **Initiate the planning process** by identifying stakeholders, assembling an adaptation team, assessing climate impacts on the local area

2. **Research** expected climate changes and impacts and carry out vulnerability and risk assessments to identify the highest priority impacts on infrastructure and services

3. **Create an Adaptation Plan** that outlines the City's adaptation goals, objectives, and actions to address the impacts of CC

4. **Implement the plan** by securing support from Council, City staff, and the community to put the Adaptation Plan into action

5. **Monitor and review the progress** toward the plan's goals and objectives, and the effectiveness of the adaptation actions, review the scientific information used to create the plan, and update the action plan where needed

**Expert support**

To assist with the development and implementation of this framework, each LG is matched with an adaptation expert who provides consultation, technical support, and guidance throughout the planning process. This can involve:

- *Research support* – for example on localised climate projections and climate impacts, as well as best management practices for adaptation.
- *Planning Guidance* – drawing on the above framework to help councils set adaptation objectives, targets, adaptation actions and drafting plans.
- *Implementation Support* – to identify the most important implementation considerations and progress indicators
- *Stakeholder Identification and facilitation* – identifying who to bring to the table and basic facilitation and communication support
- *Goal setting and scheduling* – trainers work with council to set goals/deadlines and keep things on track.

**BARC Online Tool**

- This is an online platform, which enables program members to record climate impacts, workshop results, vulnerability and risk data, and adaptation actions in a centralised place.

### 3.3.5  Audience and Reach

The program is principally centred on engaging councils. However, as noted, it assists councils to identify local partners that need to be included in adaptation planning and implementation. The latest BARC impact report (2019) notes that, 440+ local partners had been engaged, 75 institutional collaborations have been forged and 50 funding partners established through the direct impact of councils moving through the BARC framework.

### 3.3.6  Funding

BARC is a member-based program which requires municipalities to pay. It is not made entirely clear but seems below figures are a *one-off* payment for membership.

- $20,000 for population under 50,000
- $25,000 for population size of 50,000-20,000
- $50,000 for population over 200,000.

It's unclear whether there is additional program funding.

### 3.3.7  Governance

ICLEI Canada owns and manages the program. Lack of information, unfortunately, on exact governance model.

### 3.3.8  Program Status and Results

According to the latest BARC impact report (published 2019)

- A total of 77 municipalities have signed up as program members (51 > 50,000; 26 <50,000)
- Of these, 34 municipalities have actually used the framework

Notable Benefits:

- 1320+ climate impacts have been identified through the program
- 1980+ adaptation actions have been identified.

### 3.4  ICLEI Canada – Advancing Adaptation Program (Ontario)

#### 3.4.1  Key Contact

Jenny Lotz – Advancing Adaptation Program (ICLEI)

Email: jennifer.lotz@iclei.org


#### 3.4.2  Objective/Purpose

This is a recently implemented program run by ICLEI and that aims to increase CC resilience within Ontario municipalities over a 10–18-month period between 2021-2022. As will be explained further below, the program has developed a unique structure to cater for the diversity of adaptation needs across municipalities in Ontario.

#### 3.4.3  Program Scope

The program is restricted to Ontario province and aims to engage up to 40 municipalities (henceforth 'members'). The focus is on capacity building for climate resilience.

#### 3.4.4  Components and Structure

The program involves three streams (see below). Members are asked to apply (via a questionnaire) for the stream that is most applicable to them.

**Streams and Sequences:**

- *Stream 1 Train the Trainer* – Risk and Vulnerability Assessment - This is aimed at LGs who are yet to have undertaken any adaptation effort. The Program will involve two phases.
    - **Phase one -** ICLEI run training workshops covering topics such communicating CC information, how to engage stakeholders and partners on CC assessment, overcoming local challenges, and barriers to assessing climate risk
    - **Phase Two** – participating staff will then apply knowledge and techniques learnt to run their own workshops, with the assistance of ICLEI, engaging local partners in workshops focussing on climate vulnerability and risk assessment.
    - **Assistance Provided Includes** – individual climate science data reports that summarise local climate data and projection changes; training workshops, training materials; assistance in the planning of localised workshops; full summary of workshop outcomes and findings and lessons learnt.

- *Stream 2 Train the Trainer – Adaptation Planning* – this is aimed at applicants who have already carried out some form of climate vulnerability assessment. This stream involves two phases:
    - **Phase One** – ICLEI run training workshops focussing on designing a successful adaptation planning process, including examples of best practice, and tools to identify actions through collaborative engagement.
    - **Phase Two** – participating staff will then utilize skills and knowledge learnt to develop localised workshops and processes, aimed at developing a strategy that addresses priority CC risks in their area. At the completion of the project participants have an implementation plan/strategy developed.
- *Stream 3 - Implementation through Collaboration* – this stream is aimed at applicants who have action plans in place but need support with the implementation phase.
    - *Funding Grant* – each applicant will be given up to $15,000 of funding (matched by the applicant with cash or in-kind) to support the design and implementation of a specific adaptation action over an 18-month period
    - *ICLEI Support* – Throughout this process ICLEI will offer support (i.e. via ongoing access to ICLEI staff, training materials etc) helping applicants identify and select actions, defining plans, designing MER frameworks, and overcoming barriers.

### 3.4.5 Audience & Reach

While the primary audience is member staff/executive, as noted above the program actively helps municipalities to engage a range of local stakeholders.

### 3.4.6 Funding

The program is jointly funded by the Ontario Ministry of Environment, Conservation and Parks, as well as the Government of Canada through the department of environment and Climate Change.  As noted above, stream 3 involves applicants providing a cash or in-kind commitment to match the grant funding. Otherwise, the program is free.

### 3.4.7 Governance

The program will be administered entirely by ICLEI Canada.

### 3.4.8 Program Status and Results

Given the program has only just begun there was no information available on this.

## 3.5  ICLEI Oceania - Cities for Climate Protection Program (CPP)

### 3.5.1  Objective/Purpose

This is an international program, established in 1993, and run by the ICLEI network. It was inspired by the premise that when LGs work together the enormous global task of cutting emissions is achievable.  The CCP program aimed to lower GHG emissions at the LG level principally through requiring members to prepare a CC action plan.

### 3.5.2  Program Scope

The program was focussed on climate mitigation by urban municipalities

### 3.5.3  Components and Structure

**Structure of the Program**

The sequencing of the CPP program was generally as follows

1. **Sign On** – to join LG must pass a resolution pledging to reduce emissions from government operations and throughout their communities
2. **Establishment of Taskforce** – Councils were encouraged by ICLEI to form a taskforce made up of key council stakeholders across council departments and often also external business and community representatives.
3. **Completion of Milestones** - Councils are then assisted by ICLEI (See below) to move through five milestones:
   a. Baseline emission inventory and BAU forecast
   b. Setting a reduction target (from base year to target year)
   c. Developing a local action plan
   d. Implement action plan
   e. Monitor and evaluate

**ICLEI Support and Networking**

This involved some of the following:

- Provision of Software Tool – to assist with emission baseline estimation, and emission reduction measures.
- Training Workshops
- Best practice resources
- City-to-City Exchange Opportunities
- Assistance with sourcing and securing finance for action plan

### 3.5.4  Audience & Reach

It has been difficult to obtain exactly how many Australian councils participated in CCP but Yienger (2002) reports that 144 Australian councils/cities were involved. The program declined after 2009 when federal financial support ended.

### 3.5.5  Funding

Funding for the program came mainly via council membership fees. In Australia, the Federal government provided significant additional funding to the program (membership of the program in Australia declined after federal funding ceased in 2009).

### 3.5.6  Governance

The program is an example of a transnational governance network as it involved both state and non-state actors. While the program was initially administered from the ICLEI international base in Toronto, it was soon decentralised with delivery of the program run out of national and/or regional ICLEI offices. In Australia, the national office was supported, mainly financially, by the federal government.

### 3.5.7  Program Status and Results

The academic literature has generally found that the impact of the program varied across nationalities and jurisdictions. Bulkeley and Betsill (2006) found that results varied due several factors including, 1) the level of committed individual and institutional support; 2) availability of funding; 3) level of local power over city functions 4) how climate change action was framed 5) level of political will generally.

**Successes:**

 o  In Australia/NZ, where the program received strong financial support, the CCP is credited (Zeppel, 2013) with driving behaviour change at the LG level, stimulating LGs to include climate actions across all operations and allocated staff to the area.

**Problems/challenges**

 o  Zeppel (2013) cites the lack of accountability as a key problem within the program model. For example, there was no external/independent auditing of council reports submitted to national ICLEI offices. Neither were any penalties imposed for failure to meet stated emission targets. This lack of accountability often resulted in cities taking minimal action to reduce emissions. Similarly, ICLEI was not required to provide transparent information on how membership fees were utilised.

- o Voluntary nature of program meant participating LGs often lacked ambition and/or committed to minimal action.

**Recommendations for Improvement**

Zeppel (2003) suggested that the program could have been improved by giving LGs the opportunity to assess reports submitted by other CCP members (i.e., to improve quality and accountability)

# 4    Additional Program Models of Interest

## 4.1    Victorian Resilient Coasts Program.

This program is in the process of being designed. As yet, there is no publicly available information on it but will be important to monitor its development for possible relevant learnings. Ella Zavadil is the project manager for this at DELWP.

## 4.2    Resilient Cities Network (100 Resilient Cities)

Originally called the 100 cities program, now the resilient cities network. Funded by the Rockefeller foundation aiming at assisting cities to become more resilient to physical, social, and economic shocks and stresses.  It is not exclusively an adaptation program. An initial assessment, however, suggested that most of the active programs are based in developing countries so the degree of relevance it has to the VCRC context is uncertain.

Further Information: Launch of R-Cities Chair's Agenda - Resilient Cities Network

## 4.3    Asian Cities CC Resilience Network (ACCCRN)

The program ran between 2008 to 2016 and was implemented initially in 10 cities across four countries, Vietnam, Indonesia, India, and Thailand; later it was expanded to 40 cities. The main focus was on building CC resilience for institutions and systems serving the poor.  It was funded by the Rockefeller Foundation. The program had a focus on tailoring adaptation solutions to unique local contexts. There is an extensive literature on the successes and learnings from the program. See for example this evaluation report by Rockefeller Group. A relevant finding (among others) from that report is future programs need to improve communications to ensure they are more easily understood by diverse and non-technical practitioners and policy agents.

Further Information: Asian Cities Climate Change Resilience Network (ACCCRN) Initiative Final Evaluation Report - The Rockefeller Foundation

## 4.4    New Zealand CC Project

A nationwide program which appears to have run between 2017-2019. It was led by LG New Zealand (LGNZ) and aimed to drive council action on both climate mitigation and adaptation. The program may have important learnings but due to limited information was not included. Program managers were contacted without response.

Further information: About the project | We are. LGNZ.

## 4.5  UK Net Zero Innovation Programme

This is a short-term UK pilot project which was run between October 2020-July 2021. It aimed to bring together partnerships of researchers and CC offices from councils across all the regions in England, providing support to work collaboratively to define and co-create challenges as well as the time and funding to work on their problems towards achieving local net zero targets.

Further information: [Net Zero Innovation Programme: A UCL and LG Association Collaboration | UCL Public Policy - UCL – University College London](#)

## 4.6  UK Climate Just Tool

Not so much a program, but a web-based adaptation tool to assist the development of socially just responses to the impacts of extreme events. Could be worth looking at to see if something similar could form part of capacity building program.

Further information: [Climate Just](#)

# 5   Evaluation – Program Successes and Challenges

## 5.1   Caveats/Limits to evaluation

Below I will briefly evaluate some of the successful elements, as well as common challenges, within the eight programs reviewed above. This will largely be based on both feedback I have received from program managers and, where relevant, the publicly available data about the programs. The points below are made in no order of priority or significance.

This is necessarily a provisional and incomplete assessment. For several programs critical information has not been able to be sourced and as noted, the evaluations are largely based on informal assessments by program managers, as well as my own, rather than detailed/scientific evaluation methodologies. Thus, the evaluation should be taken as suggestion for further discussion and dialogue in the context of planning the VCRC program.

## 5.2   Successful Program Features

### 5.2.1   Features designed to actively facilitate council networking and collaboration

Most of the eight programs reviewed include features that are designed to enable councils to network and share insights and information about their experiences and program initiatives. It appears as if, when done well, this can be a highly attractive feature of such capacity building programs. The ability to network and learn from other councils, for example, was the most commonly cited benefit by council members who participated in the City Partnership Program. Specific features can include networking events and/or regular webinars, guest expert speakers, distribution of best practice case studies, websites with network/sharing features.

Beyond just providing networking and sharing opportunities, program features that more actively facilitate cross-council collaboration seem highly beneficial. This is a finding that is stressed in some of the academic literature on adaptation capacity building at the local level (see i.e., Graham & Mitchell, 2016; Mukheibir et al, 2013). This seems particularly relevant to capacity adaptation projects given that councils in close proximity of one another often face similar climate risks and adaptive challenges. In addition, there are likely to be economy of scale, and other economic benefits, to working collaboratively. There are, of course, many ways this could be done. One simple way, noted above, was the buddying system used by the CPP program in which councils, on joining, were linked up with other councils to facilitate collaboration more actively. A variation on this idea (not adopted by any of the programs reviewed), however, could involve regional and/or smaller councils –

which often face significant resource and capacity constraints – being linked up with larger/urban councils, to facilitate learning and sharing.

### 5.2.2  Common framework combined with tailorable features

Most of the programs reviewed involved a standardised framework and program sequence which was provided to all participating members. There are multiple obvious benefits to program standardisation including replicability and refinement, simplicity of communication and promotion, and associated cost reductions. It is interesting to note on this point that Mukheibir et al (2013) survey of council stakeholders regarding what is needed to improve adaptation response at the local level, found widespread support specifically for standardised approach to cost/benefit analysis to help councils easily evaluate and make business/investment decisions regarding adaptation actions.

But while standardised program design makes sense, many of the reviewed programs also found ways to tailor their offering to better meet the needs of members. This was done in a variety of ways. The QCRC program, for example, gave councils the option of nominating specific topics they wanted covered in the initial face-to-face expert briefing. The QCoasts program built in flexibility by enabling councils to nominate how many parts of the CHASE process they would complete and over what timeframe. They also left it to councils to hire their own consultant to assist them move through the program. The Cities Partnership Program (CPP) allowed councils the flexibility to identify their own 5 emission reduction milestones, albeit from a pre-prepared list of common actions. Many variations on this theme could be designed; the important principle is to provide councils with flexibility, choice and, where possible, autonomy in how they interact with the program.

### 5.2.3  Expert Trainers/Facilitators

A very common feature in the reviewed programs is providing councils with access to ongoing expertise and training throughout the program. The more individualised (i.e., to each council) and comprehensive, it seems, the better! Both the ICLEI-Canada programs (PCP & BARC) featured ongoing support to members, provided by dedicated paid ICLEI staff. This obviously, however, is dependent on significant ongoing program funding.

### 5.2.4  Effective Media Strategy

An effective media strategy that enabled program achievements to be widely shared and promoted appears to be important. The Cities Partnership Program, for example, attributed much of the rapid growth and success of the program to the ability to leverage the pre-existing media and campaigning experience of the Climate Council. Replicating this level

of media expertise and contacts, of course, is not always possible, but an intelligent and well executed media strategy seems critical.

### 5.2.5 Financial Accessibility

It's hardly a surprise to learn that programs that were financially affordable/accessible to councils tend to be the most successful, at least in terms of mass participation. The PCP program, for example, involved no upfront fees for councils and has a membership 490 municipalities across Canada. The BARC program, by contrast, involves upfront fees and has a current membership of 77 Canadian municipalities. It should be noted, however, that the PCP has been running for a lot longer than BARC so this is perhaps not an entirely fair comparison.

## 5.3 Common Challenges

### 5.3.1 Lack of accountability

It appears to be important to ensure that accountability mechanisms are in place to ensure high program standards and outputs are achieved. As noted above, for example, the original CPP program failed to have an independent review mechanism in place for submitted council emission reduction reports. This led to criticism of the program that, in many cases, it had limited impact on councils' actual emission performance.

It's important to note, however, that there may be a trade-off between improved accountability and ensuring the program is easily accessible and attractive to councils. The Cities Partnership Program, for example, explicitly advertises the fact that its program involves minimal reporting requirements, as a way to attract council interest.

### 5.3.2 Duplication (actual or perceived) of Service

Several programs seem to have struggled with differentiating their product from other available programs, which in some cases reduced the motivation of councils to participate. For example, the QCRC program has at times found that councils were confusing QCRC with the QCoast program and thus found eligible councils declining to join because they were not located near the coast! It is therefore critical to ensure that the strategic purpose and value proposition of the program is made very clear to all key stakeholders.

### 5.3.3 Ongoing and sufficient funding

Unsurprisingly the ability to secure ongoing/sufficient funding is a challenge faced by many of the programs reviewed. Working out the right balance between ensuring sustainable program financing while also minimising barriers to participation (i.e., through direct membership fees) is important.

# 6  Conclusion

This report has provided an overview of eight program models across Australia and the world. In addition, some preliminary remarks have been made about possible successful elements, as well as common challenges encountered by these programs. It is hoped this report will form useful background for discussion around the appropriate business model for the proposed Victorian Climate Resilient Councils Program.

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