

Climate Change Integrated Planning and Reporting (IP&R) Package

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CALL TO ACTION

The CO₂ concentrations in the atmosphere are higher than anytime in the last two million years, and that it is unequivocal that humans have caused warming of the atmosphere, ocean and land¹. The target set in the 2015 Paris agreement of limiting warming to 2 degrees - preferably 1.5 degrees, will be exceeded during the 21st century unless deep reductions in greenhouse gas emissions occur in the coming decades. The effects are already upon us - many weather and climate extremes are impacted in every region across the globe. Changes towards more extremes such as heatwaves and associated bushfires, heavy precipitation causing flood conditions, droughts, and tropical cyclones are increasingly more obvious.

In Australia, we see the consequences of extreme weather events on our communities and environment. The 2019-2020 Australian Black Summer Bushfires were devastating for our communities and resulted in 1 billion animals killed, 800 million of those in NSW². 5.4 million hectares were burned in NSW equating to 6.8% of the state. On the back of the bushfires, floods swept many parts of the Nation. Our communities are increasingly aware - after the 2019-20 bushfires, eight in ten Australians are concerned that climate change will result in more bushfires, and a large majority of Australians want to see action to address climate change at all levels of government, including a national target for net zero emissions of greenhouse gases by 2050 or earlier.

Climate change risks are also a major consideration by the financial sector². In early 2020, the World Economic Forum's Risk Report was dominated by environmental concerns, with the top five risks being climate related. It is estimated that unchecked climate change will reduce the size of the Australian economy by 6.3% by 2070, and lead to a net reduction of 880,000 jobs³. However, aiming to limit global warming to 1.5 degrees and investing in climate adaptation measures is estimated to grow Australia's economy by \$680 billion in present day terms and add

over 250,000 jobs by 2070. In a time where COVID-19 recovery is front and center for most governments across the globe, there is an opportunity to re-build local and global economies with greater emphasis on sustainability principles and sustainable finance – a concept referred to as “Building Back Better”².

The wheels are turning – global stocktakes, target setting, reporting, and communication requirements under the Paris agreement are commencing, and Australia has national strategies outlining our approach to both mitigation and adaptation that were completed at the end of 2021. All States and Territories of Australia have now committed to an emissions reductions target of net zero by 2050². The NSW Government is committed to helping the state become more resilient to a changing climate and to achieve the emission reduction goal. As a consequence, frameworks, guidance documents, and assistance structures around our response to climate change have been released in the recent years, which form the basis for this support package.

When undertaken in a structured manner, climate action has several benefits that go beyond addressing the environmental and physical risks. Emission reduction programs can save money through energy reduction and smart energy choices for councils and their communities. Our communities want action, and creating a response together strengthens trust in Councils and can improve their reputation. Uptake and support of new technology can attract private sector investment in the local economy, and assists in the transition from a fossil fuel economy for communities that are currently heavily reliant on it.

Councils have a duty of care to protect their community and environment. The world is in transition with climate change currently posing one of the biggest threats - there has never been a better time to act.

¹ Intergovernmental Panel on Climate Change, 2021, “Climate Change 2021: The Physical Science Basis Summary for Policy Makers”, Working Group 1 contribution to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change, dated 7 August 2021.

² NSW Department of Planning, Industry and Environment, 2021, “Net Zero Emissions Insights Series Webinar 1 Summary”.

³ Environment, Energy and Science (in Department of Planning, Industry and Environment), 2021, “Climate Risk Ready NSW Guide. Practical guidance for the NSW Government sector to assess and manage climate change risks”, dated March 2021.



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2. OVERVIEW



2

OVERVIEW

2.1 About this Guide

The Integrated Planning and Reporting (IP&R) framework sets the long-term strategic direction for Councils, as well as identifying medium and short term programs and projects to achieve the strategic aspirations.

This guide supports Councils' and their communities' climate change journey

by providing user friendly, practical tools and templates to embed climate change as business as usual (BAU) through the IP&R process.

The package aligns with the framework and timeline for the overarching IP&R documents - Community Strategic Plan (10+ year strategy), Delivery Program (4 year program) and Operational Plan (1 year plan). It provides a user-friendly pathway for Councils' leadership teams to determine their climate change commitment level, and to embed the associated principles and actions into the IP&R documents, with the support of IP&R and climate change staff. Early engagement from the executive teams establishes climate change on the agenda in the context of Councils' overall commitments, and enables appropriate prioritisation and allocation of resources. It encourages the timely discussion with the executive of Council, elected members, the community, IP&R and climate change staff.

Since the package ensures that the IP&R statements, objectives and actions are in line with guidelines and best practice, it supports climate change staff by providing clarity of direction, boundaries and resources for their work. It also establishes a direct link between climate change staff and the decision makers through the mandatory planning and reporting cycle associated with the IP&R framework, which enables a more efficient climate change journey. It encourages leadership at all levels.

Unchecked climate change will reduce the size of the Australian economy by 6.3% by 2070, and lead to a net reduction of 880,000 jobs³

However, aiming to limit global warming to 1.5 degrees and investing in climate adaptation measures is estimated to

grow Australia's economy by \$680 billion in present day terms and add over 250,000 jobs by 2070.

³Environment, Energy and Science (in Department of Planning, Industry and Environment), 2021, "Climate Risk Ready NSW Guide. Practical guidance for the NSW Government sector to assess and manage climate change risks", dated March 2021.

The IP&R climate change support package is compiled in this Guide. Figure 1 summarises the components of the package, and presents the links to the IP&R framework.

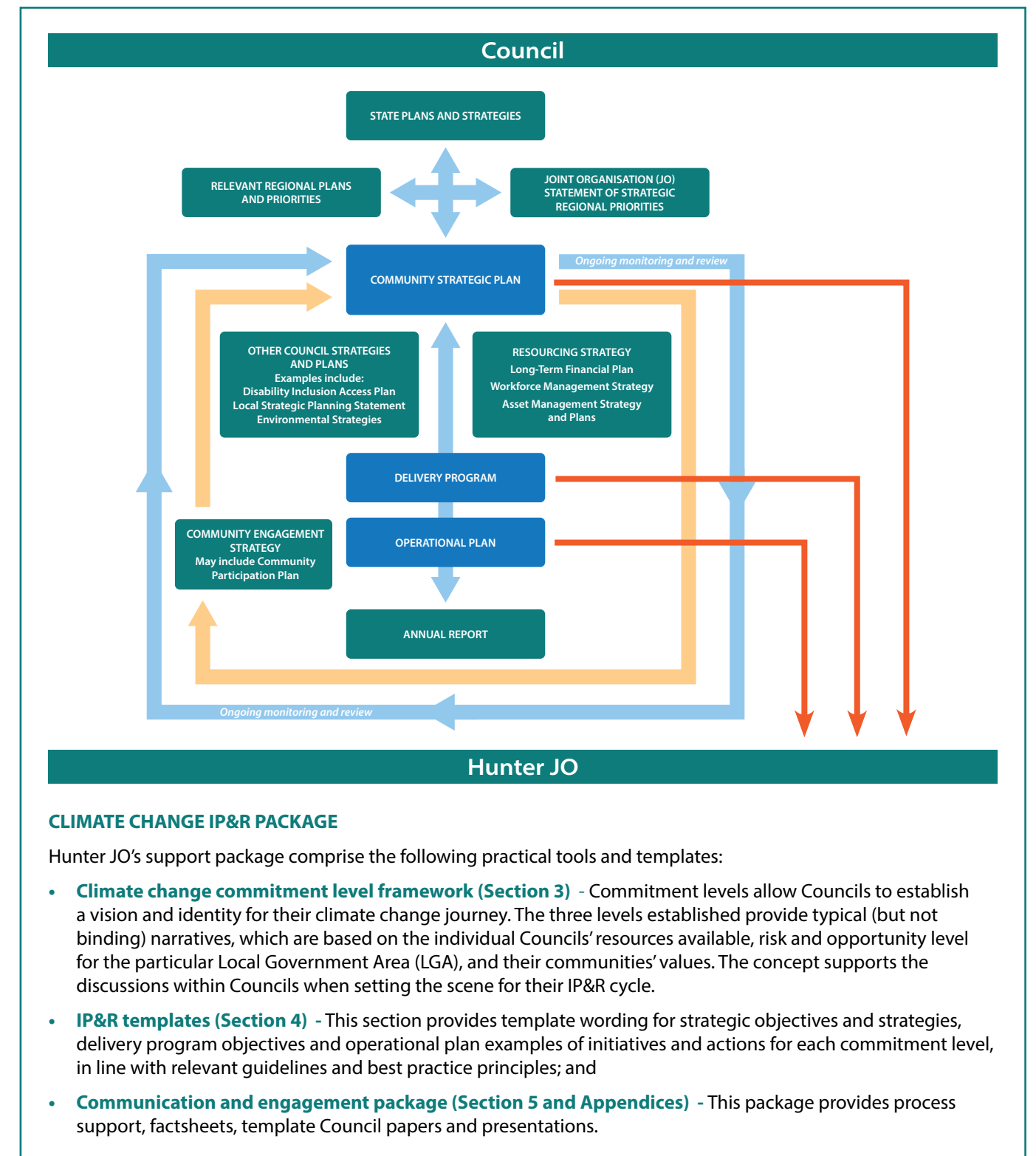


Figure 1. How does the Climate Change IP&R Package Work?

The suggested **process steps** involved when using the **material in this Guide** is presented in Figure 2.

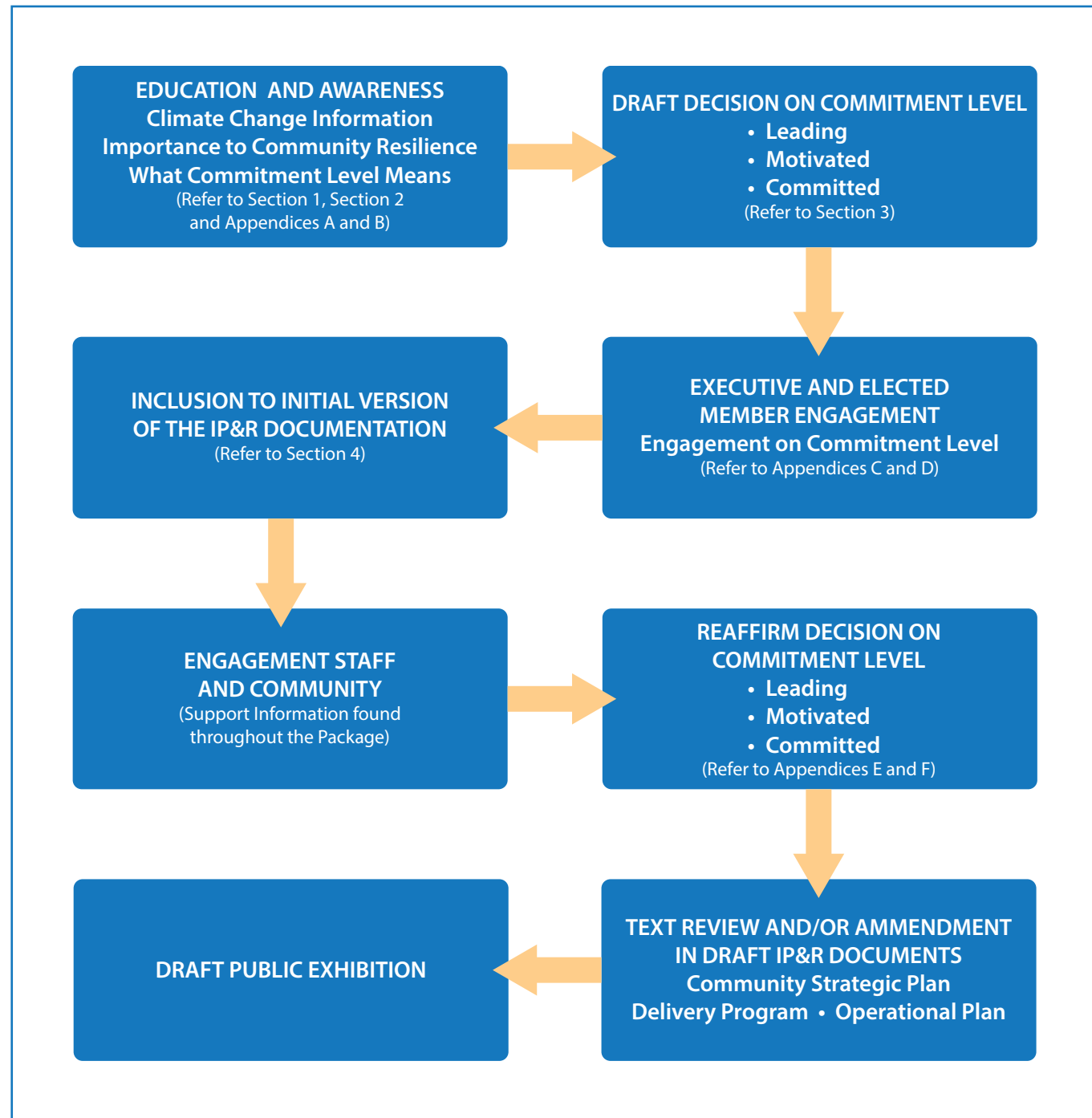


Figure 2. Process Steps for using the Climate Change Integrated Planning and Reporting Package

This Guide was prepared by Hunter Joint Organisation for the 11 Councils in the Hunter and Central Coast Regions. During the preparation, consultation was held with representatives from Councils' IP&R staff, climate change staff, executive leaders, and an interorganisational panel of climate change experts.

2.2

Main Concepts for Councils' Climate Change Action Planning

Climate change increases the magnitude of risks faced by local councils. Unchecked, it challenges the management of assets, the provision of essential services to communities, and the ability to sustain the health of our natural environment, the community and the economy⁴. To address the risks and realise the opportunities it brings, there are concepts that are key to Councils' climate change action planning, which are described in below Sections. In summary, it comprises building climate change resilience (Section 2.2.1) through climate change adaptation (Section 2.2.2) and mitigation (Section 2.2.3).

2.2.1

Building Climate Change Resilience for Councils and their Communities

Building climate change resilience for Councils and their communities is about implementing adaptation and mitigation measures that eliminates or reduces the severity and effects of shocks (acute events, e.g. bushfires and floods) and stresses (chronic impacts, e.g. droughts, change in habitat) on environmental, social and economical systems. Mitigation measures seek to reduce the severity of the events, whereas adaptation measures address both current events and predicted future impacts.

2.2.2

Climate Change Mitigation

Climate change mitigation are actions we take to limit our impact on the climate⁵. Mitigation measures either reduces greenhouse emissions (e.g. change to renewable energy, and sustainable agriculture practices, reducing transport emissions) or increase the amounts of greenhouse gases removed from the atmosphere by sinks (e.g. carbon sequestration into the soil or by planting trees). A common goal associated with climate change mitigation for Councils in NSW is to achieve net zero emissions by either 2030 or 2050⁶. Net zero emission strategies typically involve a combination of reducing and offsetting carbon emissions. The preference is on avoiding and reducing emissions with offsetting as a last step after all other options have been exhausted, as presented in Figure 3⁷.

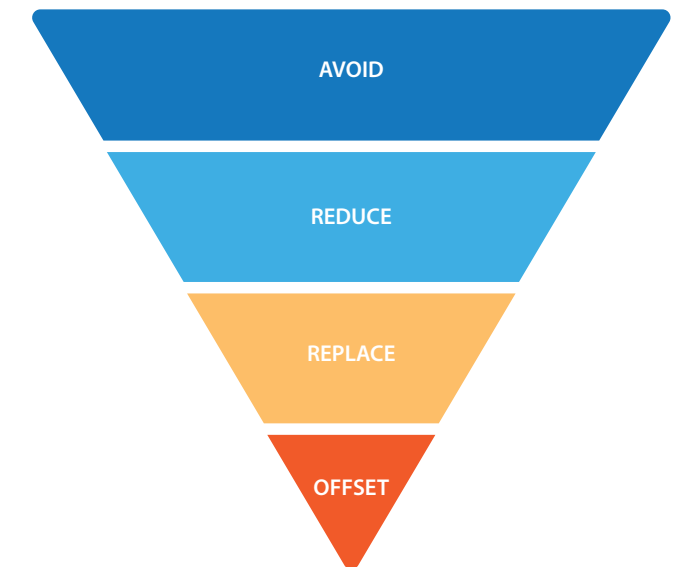


Figure 3. Hierarchy of Climate Change Mitigation Action⁷

⁴ Department of Planning, Industry and Environment, 2019, "Guide to Climate Change Risk Assessment for NSW Local Government", dated November 2019.

⁵ Adapt NSW webpage (<https://climatechange.environment.nsw.gov.au/About-climate-change-in-NSW/NSW-Government-action-on-climate-change/Climate-change-mitigation>).

⁶ Department of Planning, Industry and Environment, 2021, "SUMMARY FOR COUNCILS, Supporting NSW Councils to reduce emissions – A needs assessment", dated May 2021.

⁷ Department of Planning, Industry and Environment, 2020, "Net Zero Emissions Guidance for NSW Councils. Helping councils plan for a low emissions future", dated May 2020.

2.2.3

Climate Change Adaptation

Climate change adaptation refers to actions that support individuals, communities, organisations and natural systems be resilient to impacts of a changing climate⁸. It involves taking practical actions to manage risks from climate impacts, protect communities and strengthen the resilience of the economy. Measures include assessing and addressing current and future risks, integrating future climate into policies and decision-making, building the adaptive capacity of vulnerable groups, and identifying new opportunities better suited to a changed climate.

When preparing a climate change adaptation strategy, a risk assessment is the first step to ensure the strategy is place specific⁹. Risks associated with climate change should be embedded in the corporate risk management framework, which in

turn may need to be modified to appropriately deal with the longer timeframes, intergenerational equity, and uncertainty in projected future scenarios. A risk assessment is to address both the physical risks (e.g. impact on assets from sea level rise, impacts on the community from bush fires) and transitional risks and opportunities (e.g. impacts on Council from legislative changes, risks to reputation from lack of action, changes in markets towards renewable energy) associated with climate change. Guidance also lifts out liability risks as a third category, which is when compensation is sought for losses that may have occurred as a result of climate change.³

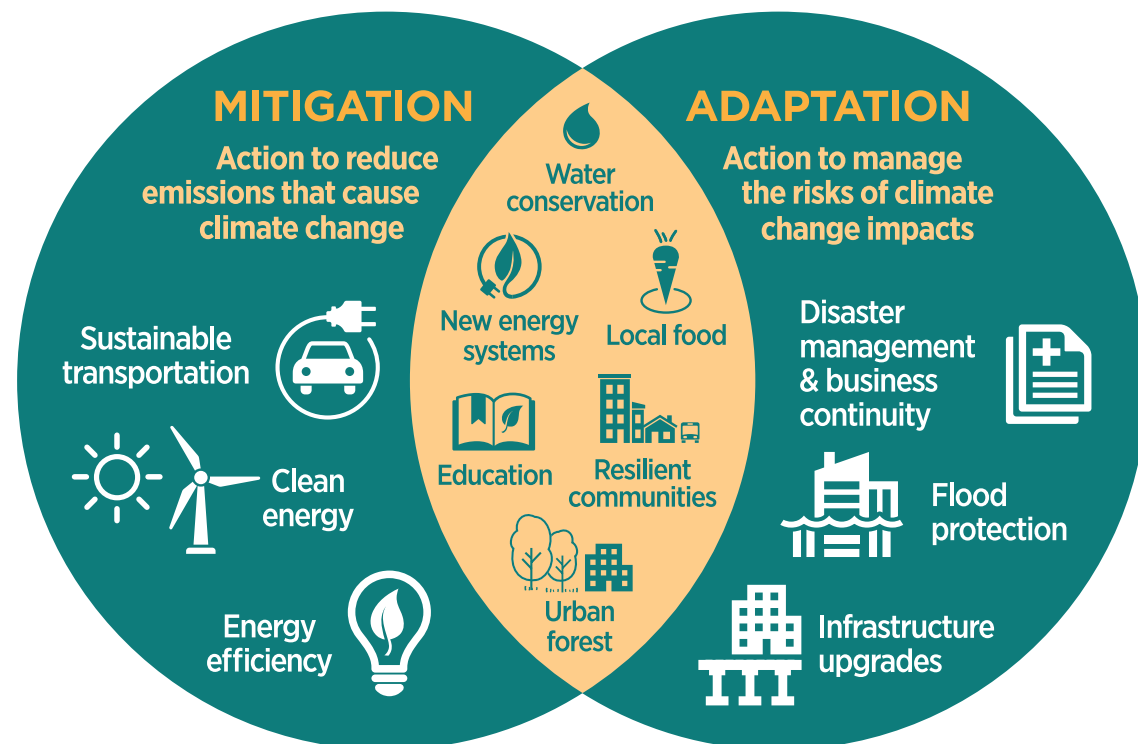


Figure 4: Presents differences and overlaps in mitigation and adaptation actions³

³Environment, Energy and Science (in Department of Planning, Industry and Environment), 2021, "Climate Risk Ready NSW Guide. Practical guidance for the NSW Government sector to assess and manage climate change risks", dated March 2021.

⁸ Department of Agriculture, Water and the Environment (Australian Government), 2021, "NATIONAL CLIMATE RESILIENCE AND ADAPTATION STRATEGY WORKSHOP A roadmap towards a more climate resilient Australia", workshop presentation dated July 2021.

⁹ Department of Planning, Industry and Environment, 2019, "Guide to Climate Change Risk Assessment for NSW Local Government", dated November 2019.

2.3

Councils' Role in Climate Change Adaptation and Mitigation

All levels of government, businesses, communities and individuals have a role to deal with our changing climate⁸. The Australian Government is responsible for providing national science, leadership on national reform, managing Commonwealth assets, and maintaining a strong, flexible economy and well-targeted social safety net. States, territory and local governments are responsible for their assets, programs and legislation, and are relied upon to provide localised and regional science and information, and building capacity.

Councils' action in climate change adaptation and mitigation is typically divided into two categories⁷:

- Council as an organisation ('Council'); and
- The community it serves ('Community').

Council as an organisation is responsible for adapting its planning, asset management, and operations to risks posed to it, including risks from a changing climate. Part of building resilience also entails implementing mitigation measures to reduce its impact on the climate. Council has a duty of care to its community and an opportunity to influence behavior change to create stronger resilience. The reliance of the community on Council assets and services is often emphasised during times of crisis, for example when critical infrastructure is damaged or disrupted by extreme weather events.

⁷ Department of Planning, Industry and Environment, 2020, "Net Zero Emissions Guidance for NSW Councils. Helping councils plan for a low emissions future", dated May 2020.

⁸ Department of Agriculture, Water and the Environment (Australian Government), 2021, "NATIONAL CLIMATE RESILIENCE AND ADAPTATION STRATEGY WORKSHOP A roadmap towards a more climate resilient Australia", workshop presentation dated July 2021.

2.4

National and NSW Climate Change Guidance

Concurrent to the preparation of this Guide, DPIE is in the beta testing phase of a toolkit for Councils to navigate guidance and support material available to them. For more information please contact tiffany.correggia@environment.nsw.gov.au



Figure 5 presents **the frameworks that form the basis of the concepts and templates included in this Guide**, for the purpose of preparing Councils' IP&R documentation.

| | Adaptation | Mitigation |
|----------------------------------|---|---|
| Toolkit | <p>Concurrent to the preparation of this Guide, DPIE is in the beta testing phase of a toolkit for Councils to navigate guidance and support material available to them. For more information please contact tiffany.correggia@environment.nsw.gov.au</p> | |
| National | <p>National Climate Resilience and Adaptation Strategy 2021 – 2025 Department of Agriculture, Water and the Environment, 2021</p> | <p>Australia's Long-term Emissions Reduction Plan. A whole-of-economy Plan to achieve net zero emissions by 2050 Australian Government Department of Industry, Science, Energy and Resources, 2021</p> |
| NSW Specific | <p>Climate Risk Ready NSW Guide Practical guidance for the NSW Government sector to assess and manage climate change risks. (Department of Planning, Industry and Environment, 2021) Adapt NSW Website (Department of Planning, Industry and Environment on behalf of the NSW Government)</p> | <p>Net Zero Plan Stage 1: 2020–2030 Department of Planning, Industry and Environment on behalf of the NSW Government, 2020</p> |
| Local Government Specific | COUNCIL | COUNCIL |
| | <p>Guide to Climate Change Risk Assessment for NSW Local Government Department of Planning, Industry and Environment, 2019</p> | <p>No Specific Document However, Net Zero Emissions Journey for Local Councils, the webpage below presents information and examples for Councils.</p> |
| | COMMUNITY | COMMUNITY |
| | <p>No Specific Document However, Adapt NSW webpage provides useful Guidance for Councils.</p> | <p>Net Zero Emissions Guidance for NSW Councils. Helping Councils plan for a Low Emissions Future Department of Planning, Industry and Environment, 2020</p> |
| | | <p>The Net Zero Emissions Journey for Local Councils (Website) Department of Planning, Industry and Environment</p> |



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3. COMMITMENT LEVELS



3

COMMITMENT LEVELS

3.1 What is a Commitment Level?

Commitment levels are developed to support Councils establish their vision and identity for their climate change journey.

It provides a typical, but not binding, narrative giving the general direction of the commitment level. The concept of commitment levels was established to support the discussions within Councils and is targeted at senior leaders when setting the scene for their strategy development. Each commitment level is accompanied with a set of templates for the IP&R document development, including strategic statements, objectives and associated actions relevant to the specific commitment level (see Section 4).

It should be noted that the commitment levels are not a cookie cutter approach; whilst Councils can choose to adopt the templates from one commitment level as an efficient option, they can use templates from various levels to suit their needs if they wish to do so.

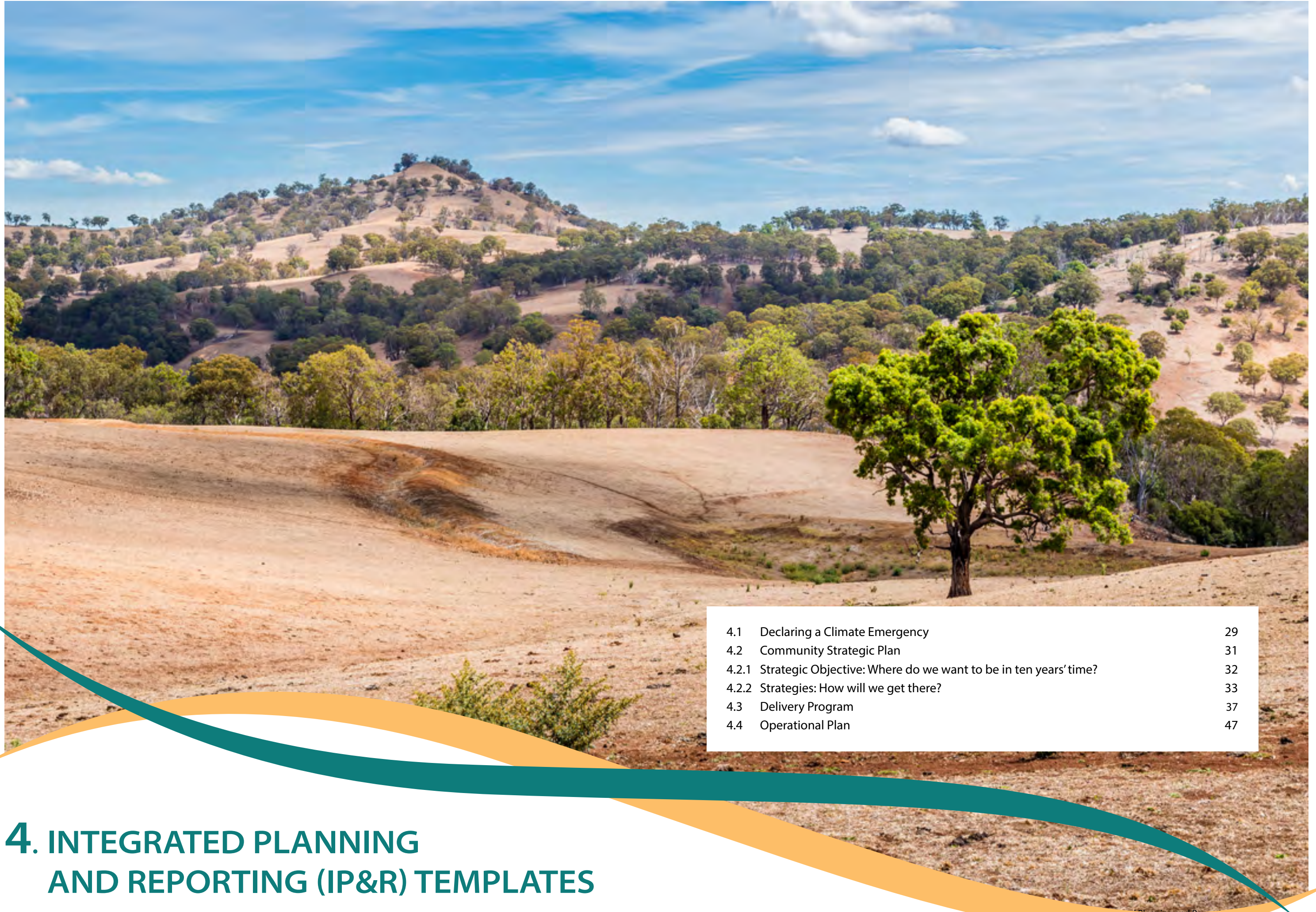
The commitment levels are usually linked to resources available for a particular Council, but also the level of risk and opportunity for the particular LGA, and their community's values. A commitment showing a Council's climate change vision gives the community confidence that their needs and risks are considered, and that appropriate action will be executed.

3.2 Commitment Level Definitions

The three commitment levels and their typical narratives are presented below.

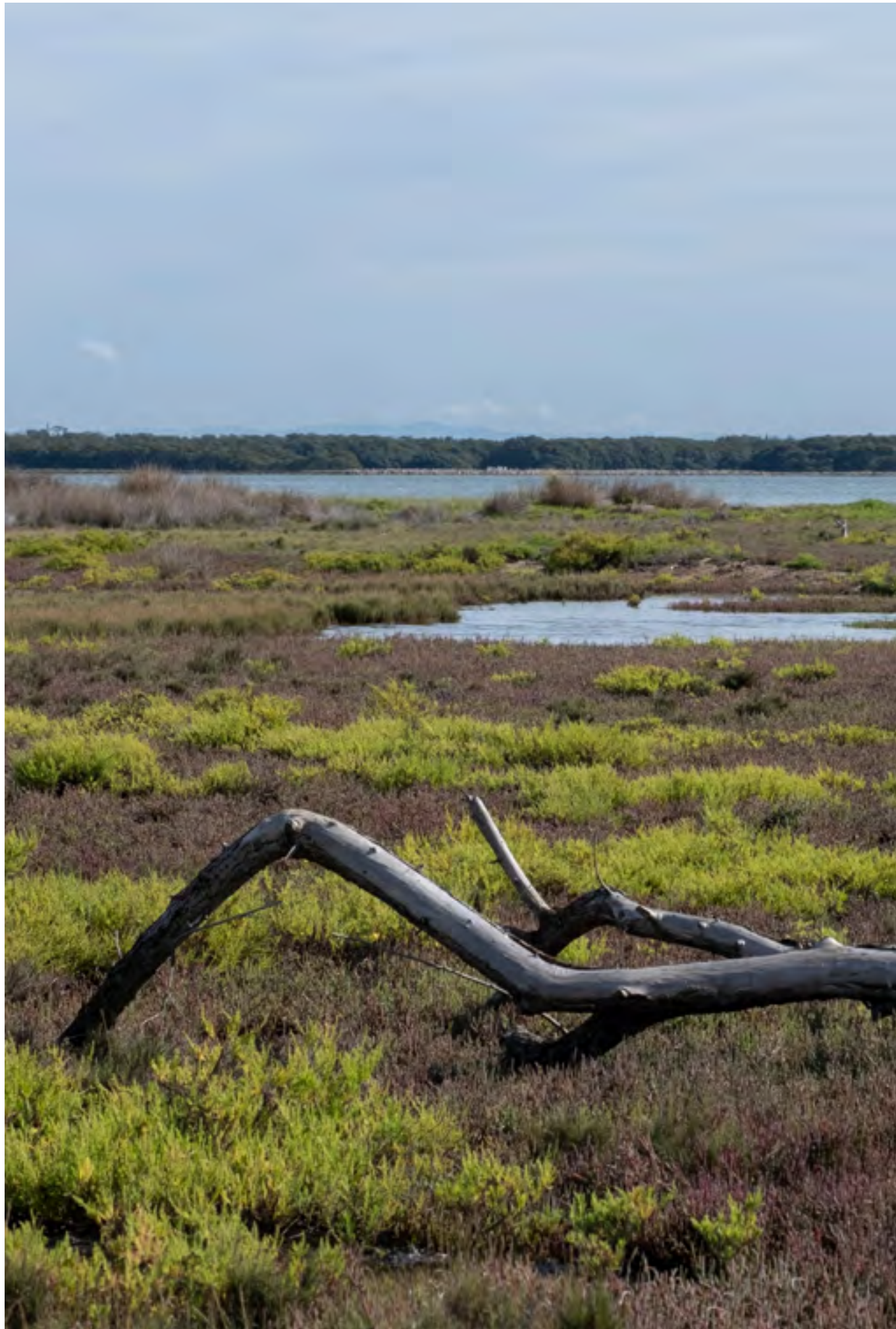
| Commitment Level | Descriptors | Typical Narrative |
|------------------|---|---|
| Leading | Thought Leaders Innovators Influencers Active Drivers Change Agents | <p>Leading Councils declare a climate crisis, or acknowledges climate change, in the introduction of their IP&R documentation and follow up with dedicated programs and resources to prioritise and act on risks and opportunities.</p> <p>The organisational culture is one that values and incorporates intergenerational equity into decision making. Council engages and empowers staff and community to contribute to the action plan.</p> <p>There is a clear and effective governance structure with strong executive sponsorship, a dedicated and accountable climate change risk manager or climate change / sustainability team, organisation wide champions, and a well-defined change management program to ensure climate change is embedded in decision making for both planning and operational functions. They link climate change with other strategic focus areas in a sophisticated manner, allowing for benefits to multiple programs and efficient use of resources and funding.</p> <p>These Councils lead by example. They understand their communities climate risks and needs, and drive large scale behaviour change programs with targeted campaigns to influence community action.</p> <p>Climate change is a focus area in corporate innovation, and research and development programs. A leading Council identifies critical gaps and opportunities, and drives research and innovation to fill them.</p> <p>These Councils are active members of collaborations such as the Global Covenant of Mayors (GCoM) and / or the C40 cities. They work locally with partnering organisations with whom they share interdependent climate risks and opportunities to reduce emissions.</p> <p>A leading Council is looked to as a case study, and contributes to conferences and forums as thought leaders. They measure and report their progress regularly and transparently.</p> <p>The net zero commitment is accompanied by a clear road map with frequent reviews and continuous improvement cycles.</p> <p>There are opportunities for updates throughout the IP&R cycles in an agile manner reflecting the increasing available information and data associated with the topic and frequent updates in guidance and information.</p> |

| Commitment Level | Descriptors | Typical Narrative |
|------------------|---|---|
| Motivated | Best Practice Early Adopters Contributors Collaborators Active Participators | <p>Motivated Councils declare a climate crisis or acknowledges climate change in the introduction of their IP&R documentation and follow up with defined projects and programs. They incorporate climate change in their corporate risk assessment and management to prioritise actions in the larger context of Council's requirements with funding allocated accordingly.</p> <p>These Councils seek well documented and validated methodologies for best practice climate change risk assessment and action. This is typically done through active participation in collaborations and partnerships to leverage efforts.</p> <p>The motivated Councils have a dedicated climate change lead or has allocated the responsibility and accountability as an essential part of a wider role. The leadership team is committed and aware with a dedicated sponsor.</p> <p>Motivated Councils realise the links between programs such as waste reduction, sustainability, disaster resilience etc, and leverage their initiatives to benefit multiple outcomes.</p> <p>Council empowers their community by adopting validated community campaigns for large scale behaviour change, and participating in campaigns established by partnerships.</p> <p>A clear road map for net zero emissions is prepared or committed to.</p> <p>The motivated Councils' climate change journey has frequent reviews, continuous improvement, and considerations of wider priority areas for the Council embedded in their IP&R cycles.</p> |
| Committed | Opportunistic Participators Supporters Complying | <p>A committed Council acknowledges climate change as a risk and that action is required for a resilient community. These Councils commit to seeking funding and collaboration to enable activities in an opportunistic manner, as dedicated resources are not available internally. Notwithstanding limited resources, a commitment means that climate change is a focus area and Council has strategic backing when seeking funding for programs and projects.</p> <p>These Councils continuously seek grant funding, and beneficial collaborations and partnerships to leverage efforts and funding. External assistance is essential for the successful delivery of their program.</p> <p>Climate change is typically a small part of a wider role. Climate change is considered in the corporate risk management framework in the context of other priorities and available resources.</p> <p>Net zero road map is dependent on external assistance or templates and funding through grants or other types of financial assistance.</p> <p>These Councils mainly seek opportunities that are cost effective / cost positive and have multiple benefits across several Council focus areas. They leverage efforts already in place for linked strategic focus areas such as waste reduction, energy reduction, disaster resilience etc.</p> <p>A committed Council reviews their approach to climate change frequently in consideration of grants and partnership made available to them and in line with the IP&R cycle.</p> |



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4. INTEGRATED PLANNING AND REPORTING (IP&R) TEMPLATES



4

INTEGRATED PLANNING AND REPORTING TEMPLATES

This Section provides template wording for the main IP&R documents:

- Community Strategic Plan (10+ year strategy)
- Delivery Program (4 year program); and
- Operational Plan (1 year plan).

Information and Guidance on the IP&R framework is available on the Office of Local Government Website, located [HERE](#)

The templates comprise overarching strategic objectives, where Council would typically pick one statement. The strategies, programs and project templates are divided into focus areas (see Figure 6), where a holistic climate change strategy would cover all five areas.

A survey of NSW Councils undertaken by DPIE⁶ in 2020 relating to the mitigation of greenhouse gas emissions (77% of the Councils represented) indicated that the majority of Councils; 60%, were making progress or considered themselves as leaders when it came to mitigating Council's own emissions, whereas 23% felt the same about climate change mitigation for their community. However, 48% of the respondents had started their journey with the community. For regional Councils, the numbers

dropped to 42% for Councils own emissions and 8% for community emissions. The survey highlighted that when Councils start by focussing on themselves, they can build capacity to address the community emissions.

Synergies with other strategic areas such as disaster resilience, sustainability, environment, risk assessment are important to acknowledge to leverage efforts and resources, and avoid duplication. However, the format outlined in this guide lifts out and emphasises climate change through specific strategic objective, flowing onto strategies, programs and actions.



Figure 6. Focus areas covered in this guide for a holistic climate change strategy

⁶ Department of Planning, Industry and Environment, 2021b, "SUMMARY FOR COUNCILS, Supporting NSW Councils to reduce emissions – A needs assessment", dated May 2021



4.1

Declaring a Climate Emergency

The City of Darebin (in the northern region of Melbourne, Victoria) was the first local government in the world to declare a climate emergency, and many have since followed, including Council's in the Hunter Region. Whilst a climate emergency declaration is specific to the individual Councils, there are similarities in wording used and commitments made. An examples is provided below; ACT Government declaration.

Further, the WA Local Government Association (WALGA) prepared a template that can be used for climate emergency declarations, available [HERE](#).

ACT Government Climate Emergency Declaration:

"That this Assembly:

- (1) notes:
 - (a) globally, nationally and locally, human induced climate change is contributing to record breaking temperatures, extreme weather events, and a range of negative social, environmental and economic outcomes;
 - (b) ACT residents have just experienced the hottest January on record, and local temperature extremes will worsen as climate change progresses;
 - (c) Tasmania, Victoria and Queensland have recently been devastated by bushfires and North Queensland has recently suffered extreme flooding;
 - (d) global temperature rise must be limited to 1.5 degrees to minimise the risk of the worst impacts of climate change, a task the UN Intergovernmental Panel on Climate Change says requires urgent and unprecedented action; and
 - (e) ACT and Australian residents want their elected representatives to take urgent and effective action to address climate change;
- (2) acknowledges that we are in a state of climate emergency that requires urgent actions across all levels of Government;
- (3) condemns the Federal Government for its continued failure to enact effective climate change policy, and requests the Federal Government provide additional funding for States and Territories to deal with worsening climate change risks and impacts, such as bushfires and extreme weather; and
- (4) notes the ACT Government's efforts to make Canberra a more liveable and sustainable bush capital by, amongst other things:
 - (a) its national and international leadership on climate change;
 - (b) committing to zero net emissions by 2045; and
 - (c) powering Canberra by 100 percent renewable electricity by 2020."



4.2 Community Strategic Plan

The Community Strategic Plan is **the highest-level plan that a council will prepare.**

The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve the community's aims and aspirations.

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies, non-government organisations, business and industry, joint organisations and community groups may also be engaged in delivering the strategies of the Plan.

Office of Local Government, 2021, "Integrated Planning and Reporting Guidelines for Local Government in NSW" dated September 2021

<https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/>

The CSPs are based on extensive community consultation, and as such, the local drivers and vision around Climate Change will vary between Councils.

A CSP strives to answer four key questions:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know we have arrived?

Templates are included for question two and three only as question one and four are of a more LGA specific nature.

The template objectives and strategies provided in this guide ensure that the 10-year direction is based on the latest guidance and scientific evidence, and has the breadth to encompass a holistic program and actions through the Delivery Program (see Section 4.3), and Operational Plan (see Section 4.4).

4.2.1

Strategic Objective: Where do we want to be in ten years' time?

The strategic objectives are high level and encompass mitigation and adaptation for both Council and the community. The climate change objectives are typically included under the environmental focus area. It is suggested that one objective is adopted, and followed through with more descriptive strategies (see Section 4.2.2). Five template objectives are provided for each commitment level.

| LEADING | MOTIVATED | COMMITTED |
|---|--|--|
| We take leadership and drive best practice in climate action | We take ownership and adopt best practice in climate action | We are committed to climate action |
| Climate change risks and opportunities are embedded in our decision making, and our impacts are mitigated | Climate change risks and our impact are understood and actioned | Climate change risks and our impact are understood, and action is prioritised |
| We are recognised as innovative leaders in climate change adaptation and mitigation | We are resilient to a changing climate through adaptation and mitigation | We adapt to a changing climate and reduce our impact |
| We are a [climate positive OR net zero AND fossil-free], and climate adapted Council and [city OR LGA] paving the way with smart innovative solutions | We are [on the path to net zero emissions for the OR a net zero] organisation and [city OR LGA] adapting to climate change risks and opportunities | We are [a low emission Council OR striving towards net zero for our Council] and [city OR LGA], and are adapting to climate change risks and opportunities |
| Council and the community are empowered and informed to adapt to, and mitigate our impact on, climate change | Council and the community adapt to a changing climate, and mitigates its impact on climate change | Council and the community minimise greenhouse gas emissions and reduces risks from climate change |

4.2.2

Strategies: How will we get there?

The strategies split climate action into focus areas in line with how international and national guidance focus their frameworks (see Section 2.4). To enable holistic climate action, strategies can be selected from all focus areas. A few examples of strategies are presented under each focus area for Council to consider.

MITIGATION - COUNCIL

| LEADING | MOTIVATED | COMMITTED |
|--|---|---|
| Achieve [net zero greenhouse gas emissions OR climate positive] for Council by [by 2030 OR other] | Achieve net zero greenhouse gas emissions for Council by [by 2035 OR other] | Work towards net zero greenhouse gas emissions for Council by [insert date] |
| We are a fossil-free organisation by [by 2030 OR other], including divestment from any fossil fuel aligned investment by [insert date] | We reduce our fossil fuel usage with [insert %] by 2030, and divest from fossil fuel aligned investment | We strive to reduce our fossil fuel usage with [insert %] by 2030, and seek to divest from fossil fuel aligned investment |
| Achieve [net zero greenhouse gas emissions OR climate positive] for Council's supply chain by [by 2030 OR other] | Reduce greenhouse gas emissions from our supply chain with [insert %] by 2030 | Strive to reduce greenhouse gas emissions from our supply chain |
| Achieve a fossil-free supply chain by [by 2030 OR other] | Reduce fossil fuel consumption by our supply chain with [insert %] by 2030 | Strive to reduce fossil fuel consumption from our supply chain |

MITIGATION - COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|---|--|--|
| Achieve [net zero greenhouse gas emissions OR climate positive] for the community by [by 2030 OR other] | Support and empower our community to reduce greenhouse gas emissions with [insert %] by 2030 | Encourage our community to reduce greenhouse gas emissions |
| Achieve a fossil-free Community by [by 2030 OR other] | Our community reduces fossil fuel usage with [insert %] by 2030 | We encourage our community to reduce fossil fuel usage |

ADAPTATION - COUNCIL

| LEADING | MOTIVATED | COMMITTED |
|---|---|--|
| Physical, transitional and liability risks and opportunities associated with climate change are understood, embedded in all decision making, and are actively managed | Physical, transitional and liability risks and opportunities associated with climate change are understood and managed | Council strives to map and manage physical, transitional and liability risks and opportunities associated with climate change |
| Council adapts to a changing climate in innovative, just and fair ways | Council adapts to a changing climate | Council understands the importance of adapting to a changing climate |
| Council's services, buildings, public spaces and infrastructure are climate resilient and set an example for the wider community | Council's services, buildings, public spaces and infrastructure are climate resilient | Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure |
| Science based and place specific understanding of physical, transitional and liability risks and opportunities, and adaptive pathways embedded in decision making | Science based and place specific climate change adaptation for physical, transitional and liability risks and opportunities | Climate change adaptation considering physical, transitional and liability risks and opportunities |
| FOR COASTAL COUNCILS: Addressing climate change risks is key to the Coastal Management Plan | FOR COASTAL COUNCILS: The Coastal Management Plan addresses climate change risks | FOR COASTAL COUNCILS: The Coastal Management Plan incorporates climate change risks |

ADAPTATION - COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|--|--|---|
| Our community is engaged and empowered to adapt to climate change | Our community has the resilience and capacity to respond to the effects of climate change | Our community is informed about climate change adaptation, and understand their part |
| Our community, industry, environment, infrastructure and buildings are resilient to climate change | Our community, industry, environment, infrastructure and buildings are building resilience to climate change | Our community, industry, environment infrastructure and buildings are improving climate change resilience |
| We drive behaviour change and empower our community to adapt to climate change | We educate and engage our community in climate change adaptation, and encourage behaviour change | We inform and educate our community about climate change adaptation, and provide access to adaptation tools |

GOVERNANCE, COLLABORATION AND PARTNERSHIPS

| LEADING | MOTIVATED | COMMITTED |
|--|---|---|
| Climate change considerations are embedded throughout our organisation, and are integrated in all our decisions, anchored in science and incorporating indigenous knowledge, intergenerational equity and social justice | Climate change is embedded in decision making, based on science and incorporating indigenous knowledge, intergenerational equity and social justice | Climate change considerations form part of the decision-making framework |
| Council drives innovation, research and development in the field of climate change, and keeps abreast of scientific and regulatory developments | Council keeps abreast of scientific and regulatory developments in the field of climate change | Council participate in partnerships to stay informed about developments in climate change science and regulation |
| We drive opportunities to collaborate, adopt system thinking and circular economy opportunities to reduce our impact on climate change and increase resilience | We partner with relevant stakeholders for effective and impactful climate change initiatives | We participate in partnerships and seek grant funding to support our aspirations in climate change action |
| We lead the way in best practice and work with all levels of government to drive policy and strategy on climate change | We adopt best practice and industry standards on climate change | We participate in climate change collaboration and partnerships to leverage effort and resources, and are keen to learn from others |
| Engage and provide thought leadership in local, national and global climate change networks | We are part of local, national and global climate change networks to share and develop knowledge | We participate in climate change networks promoting resource and knowledge sharing |



4.3 Delivery Program

The Delivery program is a four year plan that **turns the strategic goals found in the Community Strategic Plan into actions.**

It is the point where a council makes a commitment to the Community Strategic Plan, and act upon those issues that are within its area of responsibility.

The Delivery Program is the **key 'go to' document for the councillors.** It identifies all of the key activities the council has committed to undertake over its four-year term. All plans, projects, activities and funding allocations of the council must be directly linked to the Delivery Program.

Office of Local Government, 2021
<https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/>

At this level, the actions are more place specific and will vary between Councils. However, there are frameworks promoting thorough planning, risk assessment and stocktake of emissions etc, that are logical and chronological steps no matter which commitment level Council is targeting. The way Council funds, resources, undertakes the steps, sets the specific targets, and the time required to complete would, however, relate to the commitment level.

OVERALL ACTIONS

| LEADING | MOTIVATED | COMMITTED |
|--|--|---|
| [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a [Climate Change Strategy AND / OR Climate Change Policy AND / OR Climate Change Action Plan] encompassing mitigation and adaptation for both Council and the community | [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a [Climate Change Strategy AND / OR Climate Change Policy AND / OR Climate Change Action Plan] encompassing mitigation and adaptation for [Council AND / OR the community] | [Seek funding to prepare OR Prepare OR Review AND / OR Implement AND / OR Continue to implement] a [Climate Change Strategy AND / OR Climate Change Policy AND / OR Climate Change Action Plan] encompassing mitigation and adaptation for [Council AND / OR the community] |

MITIGATION - COUNCIL

| LEADING | MOTIVATED | COMMITTED |
|--|---|--|
| [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Mitigation Strategy and Action Plan for Council, leading the way to a [net zero OR to climate positive] future by [insert time] | [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Mitigation Strategy and Action Plan for Council | [Seek funding to prepare OR Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Mitigation Strategy and Action Plan for Council |
| Do a stocktake and regular inventories of Council's greenhouse gas emission levels and prepare a road map [to become net zero OR to become climate positive] by [insert time] | Do a stocktake and regular inventories of Council's greenhouse gas emission levels and prepare a road map for net zero emissions by [insert time] | [Participate in OR Seek funding to undertake OR undertake] a stocktake and establish a methodology for regular inventories of Council's greenhouse gas emission levels and prepare a road map aiming for net zero emissions by [insert time] |
| Undertake a stocktake and regular inventories of Council's fossil fuel use and fossil fuel aligned investments, and prepare a road map to become fossil-free by [insert time], including a fossil-free investment portfolio by [insert date] | Undertake [a stocktake AND / OR regular inventories] of Council's fossil fuel use and fossil fuel aligned investments, and prepare a road map reduce consumption with [insert%] by [insert time], and fossil-fuel aligned investments with [insert%] by [insert time] | Understand Council's fossil fuel usage and fossil fuel aligned investments, and strive to reduce consumption with [insert%] by [insert time], and divest from fossil fuel aligned investments as early as possible |
| Prepare a road map and set standards for our supply chain to [achieve net zero greenhouse gas emissions OR become climate positive] by [insert date] | [Set standards AND / OR Prepare a road map] to reduce greenhouse gas emissions from our supply chain with [insert %] by [insert date] | Implement standards around greenhouse gas emission reduction by our supply chain |
| Prepare a road map and set standards for our supply chain to be fossil-free by [insert date] | [Set standards AND / OR Prepare a road map] to reduce fossil fuel consumption by our supply chain with [insert %] by [insert date] | Implement standards around reducing fossil fuel consumption by our supply chain |

MITIGATION - COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|--|---|--|
| [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Mitigation Strategy and Action Plan with the Community | [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Mitigation Strategy and Action Plan addressing how Council can support the Community's transition | [Seek funding to prepare OR Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Mitigation Strategy outlining Council's support and tools available for the community's transition |
| Do a stocktake and regular inventories of the community's greenhouse gas emission levels and engage the community in preparing a strategy and road map to become net zero by [insert time] | Do a stocktake and regular inventories of the community's greenhouse gas emission levels and engage the community in preparing a strategy and road map to reduce greenhouse gas emissions with [insert %] by 2030 | Gain an understanding of the community's greenhouse gas emissions, and encourage reduction |
| Undertake a stocktake and regular inventories of the community's fossil fuel use and engage the community in preparing a road map to become fossil-free by [insert time] | Undertake a stocktake and regular inventories of the community's fossil fuel use and engage the community in preparing a road map to reduce fossil fuel usage with [insert %] by [insert date] | Gain an understanding of the community's fossil fuel usage, and encourage reduction |

CITIES POWER PARTNERSHIP - MITIGATION FOR COUNCIL AND THE COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|--|--|--|
| <p>All Councils in the Hunter Region are members of the Cities Power Partnership, which focusses on climate change mitigation measures for Councils and their communities. The membership can be highlighted in the IP&R documents. As members, each Council is to pick five pledges to action, and renew once they are finalised. The Climate Council, 2020, "Cities Power Partnership Information for Council" provides example pledges for Councils to choose from. These are included below and go across each of the commitment levels since they are written for all Councils to choose from. Targets for emission reductions achieved and completion dates can be included when incorporated into the delivery program to allow for tracking against the goals. It is also beneficial to incorporate the actions into the net zero road maps to ensure they are considered in a holistic context and are efficient in achieving the overall targets. More information about the CPP can be found HERE</p> | | |
| Provide valued contribution to the Climate Council's Cities Power Partnership (Australia's largest network of local councils leading the way to a thriving, zero emissions future) and pave the way in completing and renewing the five pledges committed to as part of the membership | Actively engage with the Climate Council's Cities Power Partnership (Australia's largest network of local councils leading the way to a thriving, zero emissions future) [action AND / OR renew] the five pledges committed to as part of the membership | Participate in the Climate Council's Cities Power Partnership (Australia's largest network of local councils leading the way to a thriving, zero emissions future) and [action AND / OR renew] the five pledges committed to as part of the membership |

RENEWABLE ENERGY THEME

- Develop supportive planning laws to encourage residents and industry to adopt renewable energy
- Use council resources to support the uptake of renewable energy
- Install renewable energy (solar PV and battery storage) on council buildings
- Support community facilities to access renewable energy through incentives, support or grants
- Power council operations by renewable energy, and set targets to increase the level of renewable power for council operations over time
- Provide incentives and/or remove barriers to encourage local businesses to take up solar power and battery storage
- Support local community renewable energy projects, and encourage investment in community energy
- Opening up unused council managed land for renewable energy
- Facilitate large energy users collectively tendering and purchasing renewable energy at a low cost
- Set minimum renewable energy benchmarks for new developments
- Electrify public transport systems and fleet vehicles and power these by 100% renewable energy
- Lobby electricity providers and state government to address barriers to local renewable energy uptake
- Identify opportunities to turn organic waste into electricity
- Implement landfill gas methane flaring or capture for electricity generation
- Create a revolving green energy fund to finance renewable energy projects

ENERGY EFFICIENCY THEME

- Set minimum energy efficiency benchmarks for all planning applications
- Adopt best practice energy efficiency measures across all council buildings, and support community facilities to adopt these measures
- Roll out energy efficient lighting across the municipality
- Provide incentives for energy efficient developments and upgrades to existing buildings
- Incentivise use of energy efficient heating and cooling technologies
- Create a green revolving energy fund to finance energy efficiency projects

SUSTAINABLE TRANSPORT THEME

- Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles
- Provide fast-charging infrastructure throughout the city at key locations for electric vehicles
- Encourage sustainable transport use such as public transport, walking and cycling through council transport planning and design
- Ensure that new developments are designed to maximize public and active transport use, and support electric vehicle uptake
- Support cycling through provision of adequate cycle lanes, bike parking and end-of-ride facilities
- Reduce or remove minimum car parking requirements for new housing and commercial developments where suitable public transport alternatives exist
- Lobby state and federal governments to increase sustainable transport options
- Create disincentives for driving high emitting vehicles
- Convert council waste collection fleet to hydrogen or electric power

WORK TOGETHER AND INFLUENCE THEME

- Set city-level renewable energy or emissions reduction targets
- Lobby state and federal government to address barriers to the take up of renewable energy, energy efficiency and/or sustainable transport
- Set up meetings and attend events to work with other cities on tackling climate change
- Develop education and behaviour-change programs to support local residents and businesses to tackle climate change through clean energy, energy efficiency and sustainable transport
- Lobby for state and federal support for a just transition away from coal-driven industry for local workers and the community
- Develop procurement policy to ensure that the practices of contractors and financiers align with council's renewable energy, energy efficiency and sustainable transport goals
- Support the local community to develop capacity and skills to tackle climate change
- Support local community energy groups with their community energy initiatives
- Achieve 100% divestment from fossil fuel aligned investments at the earliest possible date

ADAPTATION - COUNCIL

| LEADING | MOTIVATED | COMMITTED |
|---|--|---|
| Undertake an assessment of physical, transitional, and liability risks and opportunities associated with climate change for Council and embed it in the corporate risk management framework, all decision making and prepare a Climate Change Adaptation Strategy and Action Plan for Council | Undertake an assessment of physical, transitional, and liability risks and opportunities associated with climate change, then prepare and implement a Climate Change Adaptation Strategy and Action Plan for Council | Seek funding and collaboration opportunities to undertake an assessment of climate change related physical, transitional, and liability risks and opportunities, and prepare an adaptation strategy for Council |
| [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Adaptation Strategy for Council, addressing physical, transitional, and liability risks and opportunities in innovative, just and fair ways | [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Adaptation Strategy for Council, incorporating responses to physical and transitional risks and opportunities physical, transitional, and liability risks and opportunities. | [Seek funding to prepare OR Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Adaptation Strategy for Council Alternatively: Incorporate climate change physical, transitional, and liability risks and opportunities into Council's corporate risk management framework |
| [Prepare OR review AND / OR implement AND / OR continue to implement] a program to make Council's services, buildings, public spaces and infrastructure climate resilient and showcase success to set an example for the wider community | [Prepare OR review AND / OR implement AND / OR continue to implement] a program to ensure Council's services, buildings, public spaces and infrastructure are climate resilient | [Seek funding to prepare OR Prepare OR Review AND / OR Implement AND / OR Continue to implement] a program to increase climate resilience in Council's services, and the maintenance and management of our buildings, public spaces and infrastructure |
| [Prepare OR review AND / OR implement AND / OR continue to implement] a science based and place specific program addressing physical, transitional, and liability risks and opportunities, and prepare adaptive pathways for various future scenarios that are embedded in decision making | [Prepare OR review AND / OR implement AND / OR continue to implement] a science based and place specific climate change adaptation program addressing physical, transitional, and liability risks and opportunities | [Seek funding to prepare OR Prepare OR review AND / OR implement AND / OR continue to implement] a climate change adaptation program considering physical, transitional, and liability risks and opportunities |
| FOR COASTAL COUNCILS: [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Coastal Management Plan incorporating responses to climate change risks, and actively contribute to and collaborate with other coastal Councils and regions | FOR COASTAL COUNCILS: [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Coastal Management Plan incorporating responses to climate change risks, and collaborate with other coastal Councils for knowledge sharing and to leverage efforts | FOR COASTAL COUNCILS: [Seek funding and collaboration opportunities to prepare OR Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Coastal Management Plan incorporating responses to climate change risks |

ADAPTATION - COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|--|--|--|
| Undertake an assessment physical, transitional, and liability risks and opportunities associated with climate change with the community and prepare a Climate Change Adaptation Strategy empowering a climate resilient and engaged community response | Undertake an assessment of physical, transitional, and liability risks and opportunities associated with climate change for the community, then prepare and implement a Climate Change Adaptation Strategy for the community | Seek funding and collaboration opportunities to undertake an assessment of climate change related risks and opportunities, both physical, transitional, and liability risks and opportunities and prepare an adaptation strategy |
| [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Adaptation Strategy with the community, addressing physical, transitional, and liability risks and opportunities in innovative, just and fair ways | [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Adaptation Strategy for the community, addressing physical, transitional, and liability risks and opportunities, and Council's support for the community's transition | [Seek funding to prepare OR Prepare OR Review AND / OR Implement AND / OR Continue to implement] a Climate Change Adaptation Strategy outlining Council's support and tools available for the community's transition Alternatively: Incorporate climate change risks and opportunities, both physical, transitional, and liability risks and opportunities, into Council's corporate risk management framework |
| [Prepare AND / OR adopt] industry standards, building codes, planning instruments, and lobby for regulation to ensure our community, industry, environment, infrastructure and buildings are resilient to climate change | Adopt industry standards, building codes, and planning instruments for a climate resilient community, industry, environment, infrastructure and buildings | Adopt industry standards, building codes, and planning instruments to increase climate resilience for our community, industry, environment, infrastructure and buildings |

ADAPTATION AND MITIGATION - COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|---|---|--|
| [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a place specific community engagement and behaviour change program to empower a climate resilient, innovative community | [Prepare OR Review AND / OR Implement AND / OR Continue to implement] a community engagement and education program to empower a climate resilient community | [Seek funding to prepare OR Prepare OR Review AND / OR Implement AND / OR Continue to implement] a program to inform and support the community to become climate resilient |

GOVERNANCE, COLLABORATION AND PARTNERSHIPS

| LEADING | MOTIVATED | COMMITTED |
|---|---|---|
| Establish a cross organisational [team OR committee OR group of champions] and utilise structured change management principles to embed climate change consideration as business as usual, integrated in all our decisions, anchored in science and incorporating indigenous knowledge, intergenerational equity and social justice | Embed climate change in the corporate risk management and decision-making frameworks, based on science and incorporating indigenous knowledge, intergenerational equity and social justice | Embed climate change considerations in the decision-making framework |
| Incorporate climate change as a focus area in the innovation, research and development programs, and allocate resources to keep abreast of scientific and regulatory developments | Join networks and partnerships to keep abreast of scientific and regulatory developments in the field of climate change | Join networks and partnerships to stay informed about developments in climate change science and regulation |
| Drive partnerships [OR insert specific ones if defined], in particular on a regional scale to adopt system thinking and circular economy opportunities [OR insert specific initiatives] to reduce our impact on climate change and increase resilience | Actively participate in partnerships [OR insert specific ones if defined] to more effectively make progress on climate change initiatives [OR insert specific initiatives] | We participate in partnerships [OR insert specific ones if defined] and seek grant funding [OR insert specific ones if defined] to achieve our aspirations in climate change action |
| Actively participate in government initiatives and steering groups [OR insert specific initiatives AND / OR groups] to drive best practice, policy and strategy on climate change | Adopt best practice and industry standards on climate change [OR insert specific initiatives and standards] | Participate in climate change collaboration and partnerships [OR insert specific collaboration AND / OR partnership] to leverage effort and resources |
| Engage and provide thought leadership in [define specific networks such as the Global Covenant of Mayors (GCoM) and / or the C40 cities AND / OR the Cities Power Partnership AND / OR Hunter JO collaborations] | Actively participate in [define specific networks such as the Global Covenant of Mayors (GCoM) and / or the C40 cities AND / OR the Cities Power Partnership AND / OR Hunter JO collaborations] | Participate in [define specific networks such as Cities Power Partnership AND / OR Hunter JO collaborations] to leverage efforts and resources in climate change initiatives |



4.4 Operational Plan

The Operational Plan is a one year plan **that spells out the detail of the Delivery Program, identifying the individual projects and activities that will be undertaken**

in a specific financial year to achieve the commitments made in the four year Delivery Program.

It should be apparent how the Operational Plan activities work towards achieving the Delivery Program, and in turn work towards achieving the objectives of the Community Strategic Plan. The activities of the Operational Plan are enabled by the Resourcing Strategy.

Operational Plan responsibilities should be linked to team planning and the staff performance system, so that they become an intrinsic part of a staff member's work planning and regular performance review.

Office of Local Government, 2021
<https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/>

The actions committed to in an operational plan will be place specific and depend on the road map and strategy for the individual Councils. There are countless examples of potential projects to include in an operational plan. This Guide will not attempt to cover them all, but rather present the stepwise approaches outlined in relevant guidance documents, and provide examples of typical topics Councils focus on in their action plans.

Concurrent to the preparation of this Guide, DPIE is in the beta testing phase of a toolkit for Councils to navigate guidance and support material available to them. For more information please contact tiffany.correggia@environment.nsw.gov.au

OVERALL ACTIONS

| LEADING | MOTIVATED | COMMITTED |
|--|---|--|
| [Prepare a OR Review the OR implement Sections XX of the] Climate Change Strategy encompassing mitigation and adaptation for both Council and the community | [Prepare a OR Review the OR implement Section XX of the] Climate Change Strategy encompassing mitigation and adaptation for [Council AND / OR the community] | [Seek funding to prepare a OR Prepare a OR Re-view the OR implement Section XX of the] Climate Change Strategy encompassing mitigation and adaptation for [Council AND / OR the community] |
| [Prepare a OR Review the OR implement Section XX of the] Climate Change Action Plan encompassing mitigation and adaptation for both Council and the community | [Prepare a OR Review the OR implement Section XX of the] Climate Change Action Plan encompassing mitigation and adaptation for [Council AND / OR the community] | [Seek funding to prepare a OR Prepare a OR Review the OR implement Section XX of the] Climate Change Action Plan encompassing mitigation and adaptation for [Council AND / OR the community] |
| Adopt [insert specific science-based projection model, assessment or emission calculation and tracking tools] into our action planning to ensure our climate change response is anchored in science and best practice. | | |

MITIGATION AND ADAPTATION - COUNCIL

| LEADING | MOTIVATED | COMMITTED |
|--|-----------|-----------|
| Council can undertake a maturity health check, using the tool prepared for Councils by DPIE, which is currently in the beta testing phase (INSERT LINK ONCE AVAILABLE). For more information please contact tiffany.correggia@environment.nsw.gov.au . The maturity health check allows for separate assessments for Council's progress on climate mitigation (emissions reduction) and adaptation. It allows Councils to assess where they are and where they want to be, and to track progress against these goals. The health check then identifies the next suggested steps for Councils that wish to evolve their maturity, and links to appropriate tools. In this template, the overall intent to undertake a maturity health check is included below as an operational plan action, then Councils would insert their specific actions and target maturity level in the following operational plans to evolve their adaptation and mitigation strategies. | | |
| Undertake a maturity health check to assess current maturity of climate change adaptation, mitigation and governance for Council, set a target for future maturity levels and prepare a plan to achieve the goal [incorporated in the overall Climate Change Action Plan] | | |
| [Insert specific actions] to increase Councils maturity in Climate Change [adaptation AND / OR mitigation] | | |

MITIGATION AND ADAPTATION - COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|--|---|--|
| [Establish AND / OR Implement] [insert specific engagement and behaviour change campaign] to empower a climate change resilient community and drive change | [Establish AND / OR Implement] [insert specific education, engagement and / or behaviour change campaign] to empower a climate change resilient community | [Participate in OR Establish AND / OR Implement] [insert specific information, education, engagement and / or behaviour change campaign] to empower a climate change resilient community |

MITIGATION - COUNCIL AND COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|--|-----------|-----------|
| Councils can refer to DPIE's website "The Net Zero Emissions Journey for Local Councils" providing information, guidance and examples of emission reduction and net zero strategies. The webpage can be found HERE . | | |

MITIGATION – COUNCIL

| LEADING | MOTIVATED | COMMITTED |
|--|--|---|
| [Prepare a OR Review the OR implement Sections XX of the] Climate Change Mitigation Strategy and Action Plan for Council | [Prepare a OR Review the OR implement Section XX of the] Climate Change Mitigation Strategy and Action Plan for Council | [Seek funding to prepare a OR Prepare a OR Review the OR implement Section XX of the] Climate Change Mitigation Strategy and Action Plan for Council |
| Undertake a [stocktake OR inventory] of Council's [greenhouse gas emissions AND / OR fossil fuel use AND / OR fossil fuel aligned investments AND / OR greenhouse gas emissions / fossil fuel use from our supply chain] | Undertake a [stocktake OR inventory] of Council's [greenhouse gas emissions AND / OR fossil fuel use AND / OR fossil fuel aligned investments AND / OR greenhouse gas emissions / fossil fuel use from our supply chain] | [Participate in [insert initiative] OR seek funding to OR undertake] a [stocktake OR inventory] of Council's [greenhouse gas emissions AND / OR fossil fuel use AND / OR fossil fuel aligned investments AND / OR greenhouse gas emissions / fossil fuel use from our supply chain] |
| Prepare a road map to become [net zero OR carbon positive AND / OR fossil-free] by [insert time] | Prepare a road map reduce [greenhouse gas emissions AND / OR fossil fuel consumption with [insert%] by [insert time] | [Participate in [insert initiative] OR seek funding to prepare OR prepare] a road map reduce [greenhouse gas emissions AND / OR fossil fuel consumption] |
| [Prepare a plan to OR Divest] from fossil fuel aligned investments | | |

MITIGATION – COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|--|---|--|
| [Prepare a OR Review the OR implement Sections XX of the] Climate Change Mitigation Strategy and Action Plan for the community | [Prepare a OR Review the OR implement Section XX of the] Climate Change Mitigation Strategy and Action Plan for the community | [Seek funding to prepare a OR Prepare a OR Review the OR implement Section XX of the] Climate Change Mitigation Strategy and Action Plan for the community |
| <p>The steps included in preparing a strategy and road map to net zero emissions for the community are presented in the DPIE, 2020, "Net Zero Emissions Guidance for NSW Councils. Helping councils plan for a low emissions future". See website HERE. The Guide provide logical steps to achieve an efficient journey to net zero. The steps form the basis of the below templates and are in chronological order for Councils to consider in their planning. The time, level of effort, methods and targets in each step will be place specific and vary depending on Council's commitment level and ability to fund and resource the program.</p> <ul style="list-style-type: none"> Engage stakeholders (ongoing) in the community net zero emission journey by [insert specific engagement programs / information and education materials / tools / behaviour change campaigns / community networks] Get to know the community emissions profile by setting emission boundaries, collate data, calculate the community emissions, and analyse a baseline emissions profile <p>Alternatively:</p> <ul style="list-style-type: none"> Adopt [insert specific science based tools and models] to assess the community's greenhouse gas emission profile Identify emissions reduction pathways by understanding 'business-as-usual' emissions for the community, identify opportunities to reduce emissions, and develop a net zero emissions roadmap Establish a net zero emissions target with the community and seek Council and community endorsement Develop and implement the net zero emissions strategy for the community by defining commitments and publish emissions reduction targets, develop a strategy in collaboration with the community, continuously improve, update and publish commitments and emissions reduction targets Monitor, evaluate and review the net zero emission community strategy by reassessing the emissions profile, monitor and track progress against targets, and update the emissions reduction roadmap Highlight our success towards net zero greenhouse gas emissions as a community, celebrate our progress, and share case studies of local achievements | | |

CITIES POWER PARTNERSHIP - MITIGATION FOR COUNCIL AND THE COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|--|---|--|
| All Councils in the Hunter Region are members of the Cities Power Partnership, which focusses on climate change mitigation measures for Councils and their communities. The list of pledges for Councils to choose from are included in the template for the delivery program (Section 4.3) above. Member Councils are to choose five pledges and renew them once completed. | | |
| Continue to provide valued contribution to the Climate Council's Cities Power Partnership (Australia's largest network of local councils leading the way to a thriving, zero emissions future) | Actively participate in the Climate Council's Cities Power Partnership (Australia's largest network of local councils leading the way to a thriving, zero emissions future) | Participate in the Climate Council's Cities Power Partnership (Australia's largest network of local councils leading the way to a thriving, zero emissions future) |
| Progress our Cities Power Partnership pledges by [insert specific projects and actions] | | |

ADAPTATION - COUNCIL AND COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|---|-----------|-----------|
| Council can refer to adaptation measures outlined in DPIE, 2020 "Hunter and Central Coast Enabling Regional Adaptation". The project guided by a regional steering group with representatives from state and local government. It builds on local knowledge to understand climate vulnerabilities in our region and identifies opportunities to respond. See website HERE . | | |
| General Information, projections, areas of impact and guidance on adaptation can be found on the Adapt NSW website which is located HERE . | | |

ADAPTATION - COUNCIL

| LEADING | MOTIVATED | COMMITTED |
|---|---|---|
| [Prepare a OR Review the OR implement Sections XX of the] Climate Change [Adaptation Strategy OR Action Plan] for Council | [Prepare a OR Review the OR implement Sections XX of the] Climate Change [Adaptation Strategy OR Action Plan] for Council | [Seek funding to prepare a OR Prepare a OR Review the OR implement Section XX of the] Climate Change [Adaptation Strategy OR Action Plan] for Council |
| Undertake a climate change risk (physical, transitional and liability) and opportunity assessment | Undertake a climate change risk (physical, transitional and liability) and opportunity assessment | [Seek funding and support to undertake OR undertake] a climate change risk (physical, transitional and liability) and opportunity assessment |

The steps to undertake a risk assessment for Councils and identify adaptation steps are provided in DPIE, 2019, "Guide to Climate Change Risk Assessment for NSW Local Government" and are included below. DPIE (2019) further outline example risks to consider in their Appendix 2, noting that risks and opportunities are place specific and the list is therefore not exhaustive. See website [HERE](#).

DPIE (2019) steps for a risk and opportunity assessment for Councils:

Step 1. Establish the context:

- Understand your organisations climate change risk management maturity
- Establish the reason for a climate change risk assessment and secure approvals
- Identify stakeholders and establish a climate risk assessment team
- Determine the scope of the climate change risk assessment

Step 2. Identify, analyse and evaluate the risks:

- Understand past and recent hazards and trends
- Consult relevant climate projections
- Identify risks and opportunities
- Analyse and evaluate risks

Step 3. Identify and plan risk treatments

- Identify and prioritise adaptation actions
- Develop and implement an adaptation plan

Step 4. Monitor and review:

- Develop a monitoring and evaluation plan
- Integrate monitoring, review and learning into existing systems

DPIE (2019) provides a list of typical climate change risks and opportunities to consider in their Appendix 2.

ADAPTATION - COUNCIL (CONT.)

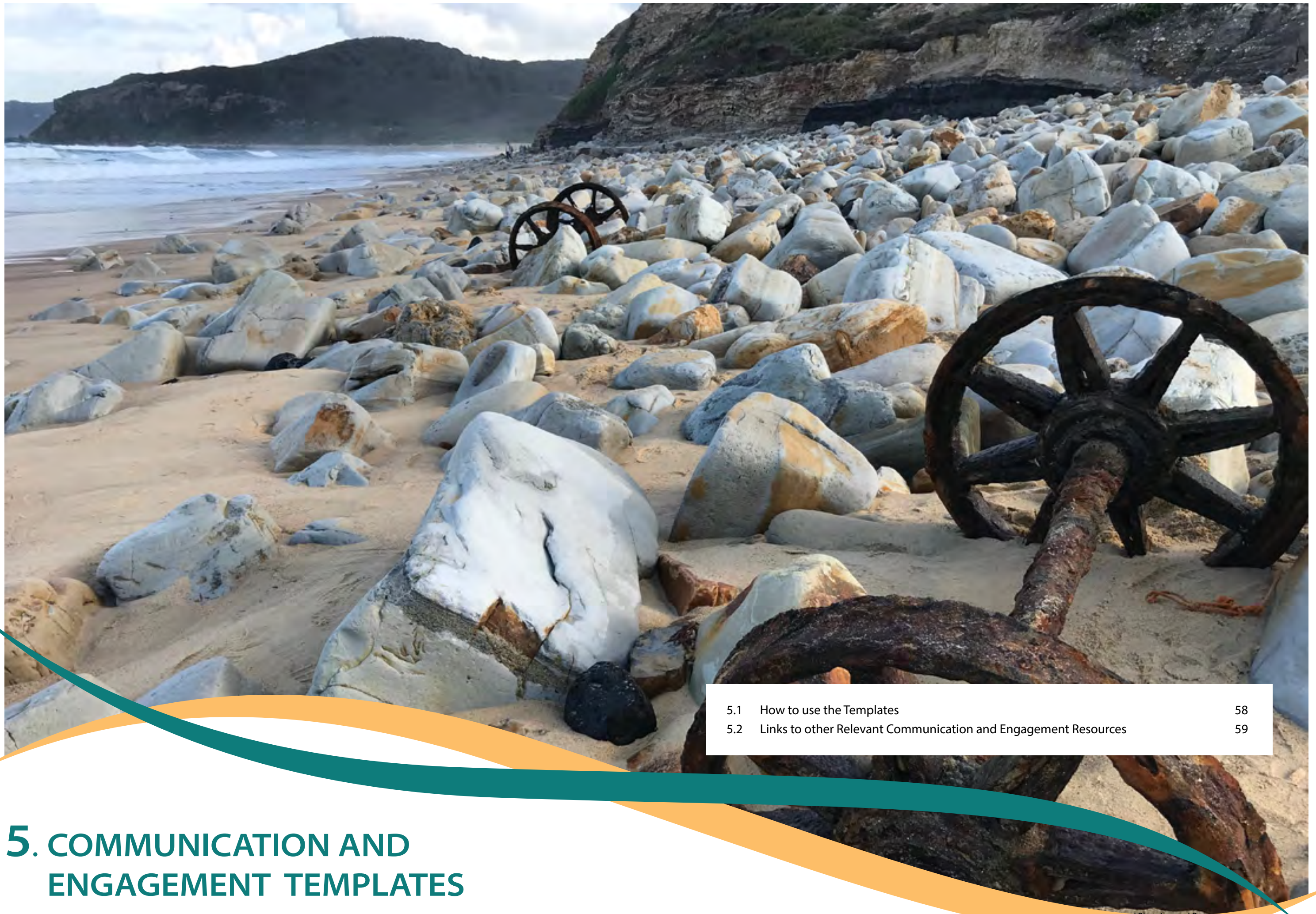
| LEADING | MOTIVATED | COMMITTED |
|--|---|--|
| Implement [insert action OR project] from the adaptation program to make Council's services, buildings, public spaces and infrastructure are climate resilient | Implement [insert action OR project] from the adaptation program to make Council's services, buildings, public spaces and infrastructure are climate resilient | [Seek funding to undertake OR Implement] [insert action OR project] from the adaptation program to make Council's services, buildings, public spaces and infrastructure are climate resilient |
| Adopt [insert specific science based and place specific climate change prediction model AND / OR assessment and monitoring tools] as a basis for understanding the physical, transitional and liability climate change risks and opportunities, prepare scenarios and actions for adaptive pathways, and adopt change management principles to embedded in decision making | Adopt [insert specific science based and place specific climate change prediction model AND / OR as-sessment and monitoring tools] as a basis for understanding the physical, transitional and liability climate change risks and opportunities | Adopt [insert specific science based and place specific climate change prediction model AND / OR assessment and monitoring tools] as a basis for understanding the physical, transitional and liability climate change risks and opportunities |
| FOR COASTAL COUNCILS: Insert site specific actions and projects relating to climate change adaptation from the Coastal Management Plan. | | |
| Council can refer to the "Coastal Management Manual and Toolkit provided by DPIE, located HERE when preparing specific tasks for the Operational Plan. | | |

ADAPTATION – COMMUNITY

| LEADING | MOTIVATED | COMMITTED |
|---|---|---|
| [Prepare a OR Review the OR implement Sections XX of the] Climate Change [Adaptation Strategy OR Action Plan] with the community | [Prepare a OR Review the OR implement Sections XX of the] Climate Change [Adaptation Strategy OR Action Plan] for the community | [Seek funding to prepare a OR Prepare a OR Review the OR implement Section XX of the] Climate Change [Adaptation Strategy OR Action Plan] for the community |
| Undertake an assessment of physical, transitional, and liability risks and opportunities for climate change | Undertake an assessment of physical, transitional, and liability risks and opportunities for climate change | [Seek funding and support to undertake OR undertake] an assessment of physical, transitional, and liability risks and opportunities for climate change |
| Adopt [insert building code AND / OR standard AND / OR policy] in the planning process to increase resilience to a changing climate in buildings and construction | | |

GOVERNANCE, COLLABORATION AND PARTNERSHIPS

| LEADING | MOTIVATED | COMMITTED |
|--|--|--|
| Establish a cross organisational climate change team promoting innovative, just and fair actions and adopting change management to embed climate change consideration as business as usual | Establish a cross organisational committee to embed climate change considerations in risk management and decision making frameworks | Include climate change considerations on meeting agendas to ensure it is addressed in all decisions |
| Undertake [insert specific innovation, research and development initiative or program in the field of climate change], and participate in [insert network and partnerships] keep abreast of scientific and regulatory developments | Actively participate in [insert network AND / OR innovation, research and development partnerships] keeps abreast of scientific and regulatory developments in the field of climate change | Participate in [insert specific partnerships] to stay informed about developments in climate change science and regulation |
| Undertake [define specific circular economy and system thinking initiatives for climate change] | Participate in [insert partnerships in climate change] | [Participate in OR seek Grant for OR seek support for] [insert specific climate change initiative] |
| Work with [insert government organisations] to drive [insert specific policy and strategy on climate change] | Adopt [insert best practice methodology OR industry standards] on climate change | |
| Engage in and drive [insert specific network] to progress the field of climate change resilience | Actively participate in [insert specific network] to share and develop knowledge in the field of climate change | Participate in [insert specific climate change networks] promoting climate change resource and knowledge sharing |



| | | |
|-----|--|----|
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| 5.2 | Links to other Relevant Communication and Engagement Resources | 59 |

5. COMMUNICATION AND ENGAGEMENT TEMPLATES

5.1

How to use the Templates

The templates in this Section were prepared to assist climate change and IP&R staff with communication and engagement. The aim is to establish climate change on the agenda of the decision makers within Council, to ensure it becomes part of the vision, prioritisation and resourcing discussions.

The templates are included as appendices to this document, presented in the table below. You can click on the appendix title in the table and it will take you to the relevant appendix, which is in a format that can be downloaded and amended to suit the individual Councils templates and circumstances.

| APPENDIX | DESCRIPTION | TARGET AUDIENCE |
|---|---|---|
| A. Integrated Planning and Reporting Climate Change Support Package Factsheet - General | This factsheet describes the climate change IP&R project, its purpose and components | Executive sponsors, climate change and IP&R staff |
| B. Integrated Planning and Reporting Climate Change Support Package Factsheet for Decision Makers | This factsheet provides a call to action, and describes the components of the support package with an emphasis on commitment levels to engage decision makers in the discussion | Executive team / decision makers |
| C. Template Council Paper for Climate Change Commitment Levels | This template council paper can be used when seeking endorsement on a climate change commitment level | Assisting climate change and IP&R staff to engage councillors and the leadership team |
| D. Template Presentation for Climate Change Commitment Levels | This presentation is tailored to support the council paper in Appendix C, and aims to seek endorsement of a climate change commitment level | |
| E. Template Council Paper for Climate Change Inclusions in Integrated Planning and Reporting Documents | This template council paper can be used when seeking final approvals for climate change inclusions in the IP&R documents | |
| F. Template Council Presentation for Climate Change Inclusions in Integrated Planning and Reporting Documents | This presentation is tailored to support the council paper in Appendix E, and aims to seek approval for the climate change inclusions in the IP&R documents | |

5.2

Links to other Relevant Communication and Engagement Resources

Links to other communication and engagement resources can be found through the DPIE (2021) toolkit, currently in the beta testing phase, which provides a one stop shop for all things relating to climate change for Councils specifically. For more information please contact tiffany.correggia@environment.nsw.gov.au



6. GLOSSARY

6.0 Glossary

| Term | Description |
|------------------------------------|---|
| Adaptation (Climate Change) | Actions that support individuals, communities, organisations and natural systems be resilient to impacts of a changing climate |
| Adaptive Pathways (Climate Change) | A planning approach considering multiple possible futures and various measures for each future, to address the uncertainty associated with climate change projection and decision making |
| Building Back Better | An opportunity to re-build local and global economies with greater emphasis on sustainability principles and sustainable finance when planning the recovery from COVID-19 |
| C40 Cities | A network of the world's megacities committed to addressing climate change. C40 aim is to supports cities collaborate effectively, share knowledge and drive meaningful, measurable and sustainable action on climate change |
| Carbon Neutral | Carbon emissions and offset units together equals zero |
| Carbon Offset | Activities that reduce greenhouse gas emissions or remove greenhouse gases from the atmosphere to compensate for emissions produced elsewhere. In Australia, credible offsets are accredited under the Climate Active Carbon Neutral Standard, formerly National Carbon Offset Standard (NCOS) |
| Carbon Sequestration | Removal of carbon from the atmosphere through biological, chemical, and physical processes, for example through sequestration into plants and soil, planting trees or fast growing plants |
| Circular Economy | An economy that that re-use and recycle materials as much as possible, as opposed to a linear economy of "make, use, dispose" |
| Cities Power Partnership (CPP) | Australia's largest network of local councils, facilitated by Climate Council, and aiming for a net zero emissions future |
| Climate Change (Human Induced) | Human activities – particularly the burning of fossil fuels over the last 50 years – have released sufficient quantities of carbon dioxide and other greenhouse gases to trap additional heat in the lower atmosphere and affect the global climate. Results are sea levels rising, glaciers melting and precipitation patterns changing. Extreme weather events are becoming more intense and frequent |
| Climate Positive | Going beyond net zero emissions by removing more greenhouse gases from the atmosphere than emitted |
| Coastal management Programs | Councils set the long-term strategy for the coordinated management of the coast, with a focus on achieving the objects and objectives of the Coastal Management Act 2016 (CM Act) |
| Commitment Level (Climate Change) | Three levels of commitment (leading, motivated and committed) developed to support Councils establish their vision and identity for their climate change journey. |

| | |
|---|--|
| Community Strategic Plan | Describes the community's vision and aspirations for a period of ten of or more years. Creation of the CSP is led by the Mayor and Councillors and through engagement with the community |
| Council Paper | A business paper submitted for Council's governing body (providing civic leadership) meetings, where issues of public importance are discussed and debated, and decisions are made |
| Delivery Program | A four-year plan that turns the strategic goals found in the Community Strategic Plan into actions. It identifies all the key activities the Council has committed to undertake, and all plans, projects, activities and funding allocations of the Council must be directly linked to the Delivery Program |
| Fossil free | No use of fossil fuels |
| Global Covenant of Mayors (GCoM) for Climate and Energy | A global alliance for city climate leadership, working together towards a resilient and low-emission society |
| Greenhouse Gases | Gases that trap heat in the atmosphere causing climate change, such as carbon dioxide, methane, nitrous oxide, and fluorinated gases |
| Fossil Fuel Aligned Investment | Assets including stocks, bonds, and other financial instruments connected to companies involved in extracting fossil fuels |
| Fossil Fuel Economy | An economy and community reliant on the extraction and consumption of fossil fuels |
| Integrated Planning and Reporting (IP&R) Framework | A framework directing how Councils in NSW plan, document and report on their plans for the future. It includes a suite of integrated plans that set out a vision and goals and strategic actions to achieve them. It involves a reporting structure for progress and communication to Council and the community, and a structured timeline for review of goals and actions |
| Liability Risk (Climate Change) | Risks associated with compensation sought for losses that may have resulted from climate change |
| Mitigation (Climate Change) | Actions to limit our impact on the climate, either by reducing greenhouse gas emissions or increase the amounts of greenhouse gases removed from the atmosphere by sinks |
| Net Zero Emissions | Typically involve a combination of reducing and offsetting greenhouse gas emissions. The preference is on avoiding and reducing emissions with offsetting as a last step after all other options have been exhausted |
| Operational Plan | A one year plan that identifies the individual projects and activities that will be undertaken in a specific financial year to achieve the commitments made in the four year Delivery Program. The activities of the Operational Plan are enabled by the Resourcing Strategy |



| | |
|--|---|
| Paris Agreement | A legally binding international treaty on climate change, with the main aim to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels |
| Physical Risk (Climate Change) | Direct physical risks from a changing climate, for example impact on assets from sea level rise, and impacts on the community from bush fires |
| Renewable Energy | Energy from resources that are naturally replenished on a human timescale, such as solar, wind, hydro, tidal and geothermal |
| Resilience (Climate Change) | Embedded adaptation and mitigation measures that eliminates or reduces the severity and effects of shocks and stresses on environmental, social and economical systems |
| Shocks (Climate Change) | Acute events, e.g. bushfires and floods |
| Sink (Climate Change) | Greenhouse gases are removed from the atmosphere by for example carbon sequestration into the soil, or by planting trees |
| Stresses (Climate Change) | Chronic impacts, e.g. droughts, change in habitat |
| System Thinking | An approach commonly emphasised in climate change action discussions, based on viewing a system in a holistic manner as opposed to its components individually. Linkages and interactions are considered essential to understanding problems and solutions in system thinking |
| Transitional Risk and Opportunities (Climate Change) | Risks and opportunities associated with the changes needed in society to adapt and mitigate climate change, for example impacts on Council from legislative changes, risks to reputation from lack of action, and changes in markets towards renewable energy |
| Vulnerability (Climate Change) | The degree to which a system is susceptible to, and unable to cope with, adverse effects of climate change |



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ACT NOW ON ADAPTATION

Climate Change Integrated Planning and Reporting (IP&R) Package

YOUR LOGO HERE



The Integrated Planning and Reporting (IP&R) framework sets the long-term strategic direction for Councils, as well as identifying medium and short term programs and projects to achieve the strategic aspirations. This project supports Councils' and their communities' climate change journey by providing user friendly, practical tools and templates to embed climate change as business as usual (BAU) in the IP&R process.

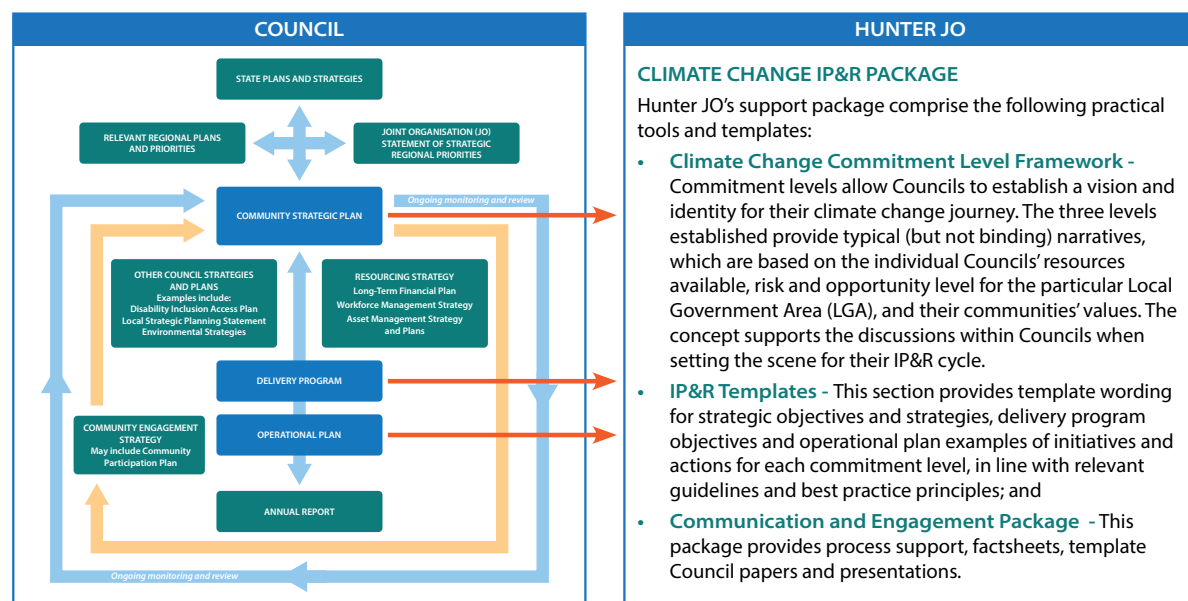
Since the package ensures the IP&R statements, objectives and actions are in line with guidelines and best practice, which ensures there is support for staff working on climate change initiatives by providing relevant direction, boundaries and resources for their work. The IP&R framework also ensures a stronger bottom-up approach by establishing a direct link between climate change staff and the decision makers through the planning and reporting cycle. It encourages leadership at all levels.

The package aligns with the framework and timeline for the overarching IP&R documents - Community Strategic Plan, Delivery Program and Operational Plan. It provides a user-friendly pathway for Councils' leadership teams to determine their climate change commitment level, and to embed the associated principles and actions into the IP&R documents. The benefit of this top-down approach is that it establishes climate change on the agenda in the context of Councils' overall commitments, and enables appropriate prioritisation and allocation of resources. It encourages the discussion with the executive of Council, elected members and the community, supported by environment and climate change staff.

WHO IS THIS PACKAGE FOR?

The templates included in the package provide a useful resource for council staff when seeking sponsorship and commitment from their leadership team, and for the executive sponsor when seeking commitment from their Council. It also seeks to guide IP&R and climate change staff during the preparation of IP&R documentation.

HOW DOES IT WORK?



For more information or to be involved please contact
Melinda Curtis at Hunter JO on 0428 981 012 or melindac@hunterjo.com.au
www.hunterjo.com.au

ACT NOW ON ADAPTATION

Climate Change Integrated Planning and Reporting (IP&R) Package
Fact Sheet For Decision Makers

YOUR LOGO HERE



CALL TO ACTION

The CO₂ concentrations in the atmosphere are higher than anytime in the last two million years, and that it is unequivocal that humans have caused warming of the atmosphere, ocean and land¹. The target set in the 2015 Paris agreement of limiting warming to 2 degrees - preferably 1.5 degrees, will be exceeded during the 21st century unless deep reductions in greenhouse gas emissions occur in the coming decades. The effects are already upon us - many weather and climate extremes are impacted in every region across the globe. Changes towards more extremes such as heatwaves and associated bushfires, heavy precipitation causing flood conditions, droughts, and tropical cyclones are increasingly more obvious.

Councils have a duty of care to protect their community and environment. The world is in transition with climate change currently posing one of the biggest threats - there has never been a better time to act.

It is estimated that unchecked climate change will reduce the size of the Australian economy by 6.3% by 2070, and lead to a net reduction of 880,000 jobs². However, aiming to limit global warming to 1.5 degrees and investing in climate adaptation measures is estimated to grow Australia's economy by \$680 billion in present day terms and add over 250,000 jobs by 2070. In a time where COVID-19 recovery is front and center for most governments across the globe, there is an opportunity to re-build local and global economies with greater emphasis on sustainability principles and sustainable finance - a concept referred to as "Building Back Better"³.

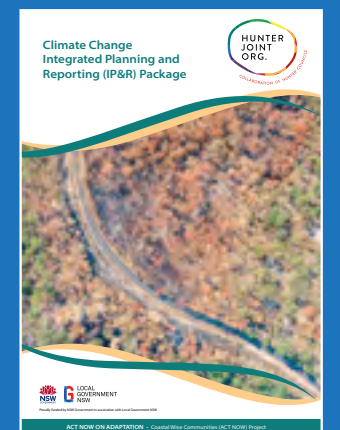
HUNTER JO INTEGRATED PLANNING AND REPORTING CLIMATE CHANGE SUPPORT PACKAGE PROJECT

A user-friendly support package, with an aim to assist Councils' embed climate action as business-as-usual (BAU) through their Integrated Planning and Reporting (IP&R) documents, was prepared by Hunter Joint Organisation for the 11 Councils in the Hunter and Central Coast Regions.

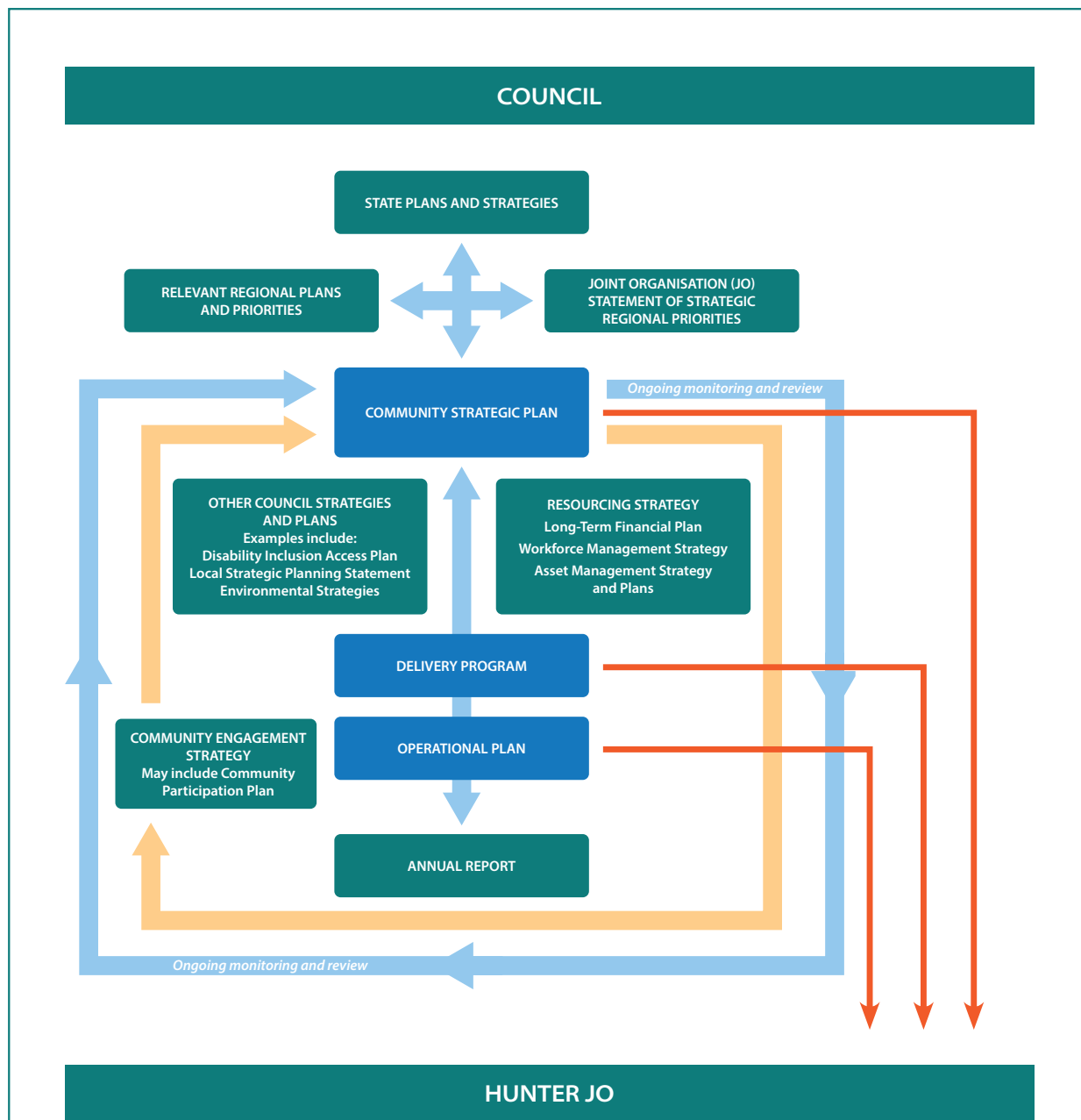
The package aligns with the framework and timeline for the overarching IP&R documents - Community Strategic Plan (10+ year strategy), Delivery Program (4 year program) and Operational Plan (1 year plan). It provides a pathway for Councils' decision makers to determine their climate change commitment level, and to embed the associated principles and actions into the IP&R documents, with the support of IP&R and climate change staff. It encourages the timely discussion with the executive of Council, elected members, the community, IP&R and climate change staff.

All States and Territories of Australia have now committed to an emissions reductions target of net zero greenhouse gas emissions by 2050³. The NSW Government is committed to helping the state become more resilient to a changing climate and to achieve the emission reduction goal. As a consequence, frameworks, guidance documents, and assistance structures around our response to climate change have been released in the recent years, including national strategies on climate change mitigation and adaptation due to be finalised in 2021.

The package provides templates and tools that are in line with guidelines and best practice, providing an efficient way for Councils to establish a holistic climate change journey. During the preparation of the package, consultation was held with representatives from Councils' IP&R staff, climate change staff, executive leaders, and an interorganisational panel of climate change experts.



¹ Intergovernmental Panel on Climate Change, 2021, "Climate Change 2021: The Physical Science Basis Summary for Policy Makers", Working Group 1 contribution to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change, dated 7 August 2021.
² NSW Department of Planning, Industry and Environment, 2021, "Net Zero Emissions Insights Series Webinar 1 Summary".
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CLIMATE CHANGE IP&R PACKAGE

Hunter JO's support package comprise the following practical tools and templates:

- **Climate Change Commitment Level Framework** - Commitment levels allow Councils to establish a vision and identity for their climate change journey. The three levels established provide typical (but not binding) narratives, which are based on the individual Councils' resources available, risk and opportunity level for the particular Local Government Area (LGA), and their communities' values. The concept supports the discussions within Councils when setting the scene for their IP&R cycle.
- **IP&R Templates** - This section provides template wording for strategic objectives and strategies, delivery program objectives and operational plan examples of initiatives and actions for each commitment level, in line with relevant guidelines and best practice principles; and
- **Communication and Engagement Package** - This package provides process support, factsheets, template Council papers and presentations.

COMMITMENT LEVELS – COUNCIL'S IDENTITY IN CLIMATE CHANGE ACTION

Commitment levels were developed to support Councils establish their vision and identity for their climate change journey. It provides a typical, but not binding, narrative giving the general direction of the commitment level. The concept of commitment levels was developed to support the discussions within Councils and is targeted at decision makers when setting the scene for their strategy development.

The commitment levels are usually linked to resources available for a particular Council, but also the level of risk and opportunity for the particular LGA, and their community's values.

Each commitment level is accompanied with a set of templates for the IP&R document development, including strategic objectives, strategies and associated actions relevant to the specific commitment level. However, the commitment levels are not a cookie cutter approach; whilst Councils can choose to adopt the templates from one commitment level as an efficient option, they can use templates from various levels to suit their needs if they wish to do so.

Synergies with other strategic areas such as disaster resilience, sustainability, environment, risk assessment are important to acknowledge to leverage efforts and resources, and avoid duplication. However, the format outlined in the package lifts out and emphasises climate change through specific strategic statements, flowing onto objectives, programs and actions.

| COMMITMENT LEVEL | DESCRIPTORS | TYPICAL NARRATIVE |
|------------------|---|---|
| Leading | Thought Leaders Innovators Influencers Active Drivers Change Agents | <p>Leading Councils declare a climate crisis, or acknowledges climate change, in the introduction of their IP&R documentation and follow up with dedicated programs and resources to prioritise and act on risks and opportunities.</p> <p>The organisational culture is one that values and incorporates intergenerational equity into decision making. Council engages and empowers staff and community to contribute to the action plan.</p> <p>There is a clear and effective governance structure with strong executive sponsorship, a dedicated and accountable climate change risk manager or climate change / sustainability team, organisation wide champions, and a well-defined change management program to ensure climate change is embedded in decision making for both planning and operational functions. They link climate change with other strategic focus areas in a sophisticated manner, allowing for benefits to multiple programs and efficient use of resources and funding.</p> <p>These Councils lead by example. They understand their communities climate risks and needs, and drive large scale behaviour change programs with targeted campaigns to influence community action.</p> <p>Climate change is a focus area in corporate innovation, and research and development programs. A leading Council identifies critical gaps and opportunities, and drives research and innovation to fill them.</p> <p>These Councils are active members of collaborations such as the Global Covenant of Mayors (GCoM) and / or the C40 cities. They work locally with partnering organisations with whom they share interdependent climate risks and opportunities to reduce emissions.</p> <p>A leading Council is looked to as a case study, and contributes to conferences and forums as thought leaders. They measure and report their progress regularly and transparently.</p> <p>The net zero commitment is accompanied by a clear road map with frequent reviews and continuous improvement cycles.</p> |

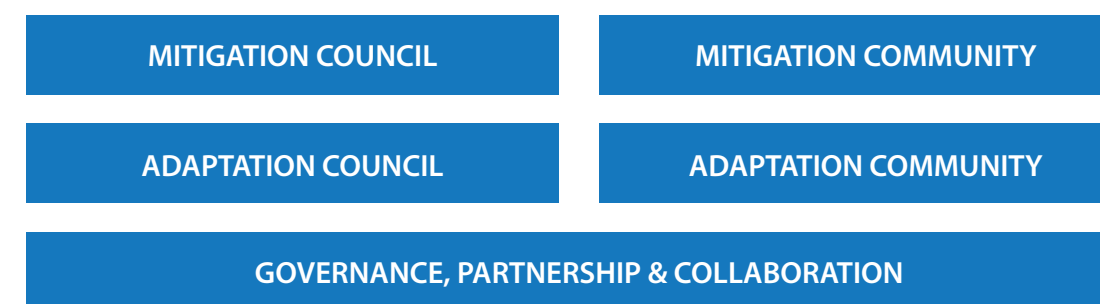
| COMMITMENT LEVEL | DESCRIPTORS | TYPICAL NARRATIVE |
|------------------|--|---|
| Leading (Cont). | | There are opportunities for updates throughout the IP&R cycles in an agile manner reflecting the increasing available information and data associated with the topic and frequent updates in guidance and information. |
| Motivated | Best Practice Early Adopters Contributors Collaborators Active Participators | <p>Motivated Councils declare a climate crisis or acknowledges climate change in the introduction of their IP&R documentation and follow up with defined projects and programs. They incorporate climate change in their corporate risk assessment and management to prioritise actions in the larger context of Council's requirements with funding allocated accordingly.</p> <p>These Councils seek well documented and validated methodologies for best practice climate change risk assessment and action. This is typically done through active participation in collaborations and partnerships to leverage efforts.</p> <p>The motivated Councils have a dedicated climate change lead or has allocated the responsibility and accountability as an essential part of a wider role. The leadership team is committed and aware with a dedicated sponsor.</p> <p>Motivated Councils realise the links between programs such as waste reduction, sustainability, disaster resilience etc, and leverage their initiatives to benefit multiple outcomes.</p> <p>Council empowers their community by adopting validated community campaigns for large scale behaviour change, and participating in campaigns established by partnerships.</p> <p>A clear road map for net zero emissions is prepared or committed to.</p> <p>The motivated Councils' climate change journey has frequent reviews, continuous improvement, and considerations of wider priority areas for the Council embedded in their IP&R cycles.</p> |
| Committed | | <p>A committed Council acknowledges climate change as a risk and that action is required for a resilient community. These Councils commit to seeking funding and collaboration to enable activities in an opportunistic manner, as dedicated resources are not available internally. Notwithstanding limited resources, a commitment means that climate change is a focus area and Council has strategic backing when seeking funding for programs and projects.</p> <p>These Councils continuously seek grant funding, and beneficial collaborations and partnerships to leverage efforts and funding. External assistance is essential for the successful delivery of their program.</p> <p>Climate change is typically a small part of a wider role. Climate change is considered in the corporate risk management framework in the context of other priorities and available resources.</p> <p>Net zero road map is dependent on external assistance or templates and funding through grants or other types of financial assistance.</p> <p>These Councils mainly seek opportunities that are cost effective / cost positive and have multiple benefits across several Council focus areas. They leverage efforts already in place for linked strategic focus areas such as waste reduction, energy reduction, disaster resilience etc.</p> <p>A committed Council reviews their approach to climate change frequently in consideration of grants and partnership made available to them and in line with the IP&R cycle.</p> |

WHY ESTABLISH A COMMITMENT LEVEL?

Establishing a commitment level provides stakeholders with vision and direction, and gives the community confidence that their needs and risks are considered, and that appropriate action will be executed. The commitment levels also support climate change and IP&R staff by providing clarity of direction, boundaries and resources for their work. It establishes a direct link between climate change staff and the decision makers through the mandatory planning and reporting cycle associated with the IP&R framework, which enables a more efficient climate change journey. It encourages leadership at all levels.

FOCUS AREAS FOR A HOLISTIC CLIMATE CHANGE JOURNEY

Through the IP&R framework, the package provides an efficient way to create a holistic climate change journey by providing focus areas that follow the available guidance.



In summary, we strive to build resilience to a changing climate through:

- Climate change adaptation: actions that support individuals, communities, organisations and natural systems be resilient to impacts of a changing climate; and
- Climate change mitigation: actions to limit our impact on the climate, either by reducing greenhouse gas emissions or increase the amounts of greenhouse gases removed from the atmosphere by sinks.

Councils' action in climate change adaptation and mitigation is typically divided into two categories⁴:

- Council as an organisation ('Council'); and
- The community it serves ('Community').

The package also highlights the importance of governance, partnerships and collaboration for an effective strategy by separating it into a focus area of its own.

⁴ Department of Planning, Industry and Environment, 2020, "Net Zero Emissions Guidance for NSW Councils. Helping councils plan for a low emissions future", dated May 2020

For more information or to be involved please contact
Melinda Curtis at Hunter JO on **0428 981 012** or melindac@hunterjo.com.au
www.hunterjo.com.au

Council Paper for Climate Change Commitment Levels

ITEM NUMBER [INSERT NO]
SUBJECT FOR [ENDORSEMENT OR APPROVAL]: Council's Commitment Level for Climate Action
AUTHOR [INSERT AUTHOR]
SPONSOR [INSERT SPONSOR]
BRIEFING DATE [INSERT DATE]

PURPOSE: To seek Council [ENDORSEMENT OR APPROVAL] for a commitment level in climate change action.

RECOMMENDATION

- (a) That Council [endorse OR approve] the commitment level [insert commitment level, i.e 'leading', 'motivated', or 'committed'] for Council's climate change journey.

BACKGROUND

1. Recently updated scientific evidence on climate change prepared by the intergovernmental Panel of Climate Change (IPCC, 2021) in "*Climate Change 2021: The Physical Science Basis Summary for Policy Makers*", show that the CO₂ concentrations in the atmosphere are higher than anytime in the last two million years, and that it is unequivocal that humans have caused warming of the atmosphere, ocean and land.
2. The United Nations' (UN) Secretary-General António Guterres' called the IPCC (2021) Report a 'code red for humanity' advising that "*The alarm bells are deafening, and the evidence is irrefutable: greenhouse-gas emissions from fossil-fuel burning and deforestation are choking our planet and putting billions of people at immediate risk. Global heating is affecting every region on Earth, with many of the changes becoming irreversible.*" (UN Press release: <https://www.un.org/press/en/2021/sgsm20847.doc.htm>)
3. The target set in the 2015 Paris agreement of limiting warming to 2 degrees - preferably 1.5 degrees, will be exceeded during the 21st century unless deep reductions in greenhouse gas emissions occur in the coming decades.
4. [Insert a brief summary of Council specific climate change measures and progress to date]

REPORT

1. A user-friendly support package, with an aim to assist Councils' embed climate action as business-as-usual (BAU) through their Integrated Planning and Reporting (IP&R) documents, was prepared by Hunter Joint Organisation for the 11 Councils in the Hunter and Central Coast Regions.
2. The package provides an efficient way for Councils to establish a holistic climate change journey. During the preparation of the package, consultation was held with representatives from Councils' IP&R staff, climate change staff, executive leaders, and an interorganisational panel of climate change experts.
3. The package is based on relevant guidelines and best practice, and aligns with the framework and timeline for the overarching IP&R documents - Community Strategic Plan, Delivery Program, and Operational Plan. It provides a pathway for Councils' decision makers to determine their climate change commitment level, and to embed the associated principles and actions into the IP&R documents, with the support of IP&R and climate change staff.
4. Commitment levels were developed to support Councils establish their vision and identity for their climate change journey. It provides a typical, but not binding, narrative giving the general direction of the commitment level.
5. The concept of commitment levels was developed to support the discussions within Councils and is targeted at decision makers when setting the scene for their strategy development.
6. The commitment levels are usually linked to resources available for a particular Council, but also the level of risk and opportunity for the particular Local Government Area (LGA), and the community's values.
7. The three commitment levels are described in below tables.

| Commitment Level | Descriptors | Typical Narrative |
|------------------|---|--|
| Leading | Thought Leaders Innovators Influencers Active Drivers Change Agents | Leading Councils declare a climate crisis, or acknowledges climate change, in the introduction of their IP&R documentation and follow up with dedicated programs and resources to prioritise and act on risks and opportunities. The organisational culture is one that values and incorporates intergenerational equity into decision making. Council engages and empowers staff and community to contribute to the action plan. There is a clear and effective governance structure with strong executive sponsorship, a dedicated and accountable climate change risk manager or climate change / sustainability team, organisation wide champions, and a well-defined change management program to ensure climate change is embedded in decision making for both planning and operational functions. They link climate |

| Commitment Level | Descriptors | Typical Narrative |
|------------------|--|--|
| | | <p>change with other strategic focus areas in a sophisticated manner, allowing for benefits to multiple programs and efficient use of resources and funding.</p> <p>These Councils lead by example. They understand their communities climate risks and needs, and drive large scale behaviour change programs with targeted campaigns to influence community action.</p> <p>Climate change is a focus area in corporate innovation, and research and development programs. A leading Council identifies critical gaps and opportunities, and drives research and innovation to fill them.</p> <p>These Councils are active members of collaborations such as the Global Covenant of Mayors (GCoM) and / or the C40 cities. They work locally with partnering organisations with whom they share interdependent climate risks and opportunities to reduce emissions.</p> <p>A leading Council is looked to as a case study, and contributes to conferences and forums as thought leaders. They measure and report their progress regularly and transparently.</p> <p>The net zero commitment is accompanied by a clear road map with frequent reviews and continuous improvement cycles.</p> <p>There are opportunities for updates throughout the IP&R cycles in an agile manner reflecting the increasing available information and data associated with the topic and frequent updates in guidance and information.</p> |
| Motivated | Best Practice Early Adopters Contributors Collaborators Active Participators | <p>Motivated Councils declare a climate crisis or acknowledges climate change in the introduction of their IP&R documentation and follow up with defined projects and programs. They incorporate climate change in their corporate risk assessment and management to prioritise actions in the larger context of Council's requirements with funding allocated accordingly.</p> <p>These Councils seek well documented and validated methodologies for best practice climate change risk assessment and action. This is typically done through active participation in collaborations and partnerships to leverage efforts.</p> |



| Commitment Level | Descriptors | Typical Narrative |
|------------------|--|--|
| | | <p>The motivated Councils have a dedicated climate change lead or has allocated the responsibility and accountability as an essential part of a wider role. The leadership team is committed and aware with a dedicated sponsor.</p> <p>Motivated Councils realise the links between programs such as waste reduction, sustainability, disaster resilience etc, and leverage their initiatives to benefit multiple outcomes.</p> <p>Council empowers their community by adopting validated community campaigns for large scale behaviour change, and participating in campaigns established by partnerships.</p> <p>A clear road map for net zero emissions is prepared or committed to.</p> <p>The motivated Councils' climate change journey has frequent reviews, continuous improvement, and considerations of wider priority areas for the Council embedded in their IP&R cycles.</p> |
| Committed | Opportunistic Participators Supporters Complying | <p>A committed Council acknowledges climate change as a risk and that action is required for a resilient community. These Councils commit to seeking funding and collaboration to enable activities in an opportunistic manner, as dedicated resources are not available internally.</p> <p>Notwithstanding limited resources, a commitment means that climate change is a focus area and Council has strategic backing when seeking funding for programs and projects.</p> <p>These Councils continuously seek grant funding, and beneficial collaborations and partnerships to leverage efforts and funding. External assistance is essential for the successful delivery of their program.</p> <p>Climate change is typically a small part of a wider role. Climate change is considered in the corporate risk management framework in the context of other priorities and available resources.</p> |



| Commitment Level | Descriptors | Typical Narrative |
|------------------|-------------|---|
| | | <p>Net zero road map is dependent on external assistance or templates and funding through grants or other types of financial assistance.</p> <p>These Councils mainly seek opportunities that are cost effective / cost positive and have multiple benefits across several Council focus areas. They leverage efforts already in place for linked strategic focus areas such as waste reduction, energy reduction, disaster resilience etc.</p> <p>A committed Council reviews their approach to climate change frequently in consideration of grants and partnership made available to them and in line with the IP&R cycle.</p> |

8. Establishing a commitment level provides stakeholders with vision and direction, gives the community confidence that their needs and risks are considered, and that appropriate action will be executed.
9. The commitment levels also support climate change and IP&R staff by providing clarity of direction, boundaries and resources for their work. It establishes a direct link between climate change staff and the decision makers through the mandatory planning and reporting cycle associated with the IP&R framework, which enables a more efficient climate change journey. It encourages leadership at all levels.
10. It is proposed that Council adopts the commitment level [leading OR motivated OR committed] based on [insert Council specific justifications].
11. [Insert how the proposed commitment level aligns with Council's strategic direction and community values]

CONSULTATION & TIMING

12. [Insert Council specific details]

FINANCIAL IMPLICATIONS FOR COUNCIL

13. [Insert Council specific financial implications]



Appendix A. Glossary

[Remove terms not used in the paper]

| Term | Description |
|------------------------------------|---|
| Adaptation (Climate Change) | Actions that support individuals, communities, organisations and natural systems be resilient to impacts of a changing climate |
| Adaptive Pathways (Climate Change) | A planning approach considering multiple possible futures and various measures for each future, to address the uncertainty associated with climate change projection and decision making |
| Building Back Better | An opportunity to re-build local and global economies with greater emphasis on sustainability principles and sustainable finance when planning the recovery from COVID-19 |
| C40 Cities | A network of the world's megacities committed to addressing climate change. C40 aim is to supports cities collaborate effectively, share knowledge and drive meaningful, measurable and sustainable action on climate change |
| Carbon Neutral | Carbon emissions and offset units together equals zero |
| Carbon Offset | Activities that reduce greenhouse gas emissions or remove greenhouse gases from the atmosphere to compensate for emissions produced elsewhere. In Australia, credible offsets are accredited under the Climate Active Carbon Neutral Standard, formerly National Carbon Offset Standard (NCOS) |
| Carbon Sequestration | Removal of carbon from the atmosphere through biological, chemical, and physical processes, for example through sequestration into plants and soil, planting trees or fast growing plants |
| Circular Economy | An economy that that re-use and recycle materials as much as possible, as opposed to a linear economy of "make, use, dispose" |
| Cities Power Partnership (CPP) | Australia's largest network of local councils, facilitated by Climate Council, and aiming for a net zero emissions future |
| Climate Change (Human Induced) | Human activities – particularly the burning of fossil fuels over the last 50 years – have released sufficient quantities of carbon dioxide and other greenhouse gases to trap additional heat in the lower atmosphere and affect the global climate. Results are sea levels rising, glaciers melting and precipitation patterns changing. Extreme weather events are becoming more intense and frequent |



| Term | Description |
|---|---|
| Climate Positive | Going beyond net zero emissions by removing more greenhouse gases from the atmosphere than emitted |
| Coastal management Programs | Councils set the long-term strategy for the coordinated management of the coast, with a focus on achieving the objects and objectives of the Coastal Management Act 2016 (CM Act) |
| Commitment Level (Climate Change) | Three levels of commitment (leading, motivated and committed) developed to support Councils establish their vision and identity for their climate change journey. The commitment levels are usually linked to resources available for a particular Council, but also the level of risk and opportunity for the particular LGA, and their community's values |
| Community Strategic Plan | Describes the community's vision and aspirations for a period of ten or more years. Creation of the CSP is led by the Mayor and Councillors and through engagement with the community |
| Council Paper | A business paper submitted for Council's governing body (providing civic leadership) meetings, where issues of public importance are discussed and debated, and decisions are made |
| Delivery Program | A four-year plan that turns the strategic goals found in the Community Strategic Plan into actions. It identifies all the key activities the Council has committed to undertake, and all plans, projects, activities and funding allocations of the Council must be directly linked to the Delivery Program |
| Fossil free | No use of fossil fuels |
| Global Covenant of Mayors (GCoM) for Climate and Energy | A global alliance for city climate leadership, working together towards a resilient and low-emission society |
| Greenhouse Gases | Gases that trap heat in the atmosphere causing climate change, such as carbon dioxide, methane, nitrous oxide, and fluorinated gases |
| Fossil Fuel Aligned Investment | Assets including stocks, bonds, and other financial instruments connected to companies involved in extracting fossil fuels |
| Fossil Fuel Economy | An economy and community reliant on the extraction and consumption of fossil fuels |

| Term | Description |
|--|--|
| Integrated Planning and Reporting (IP&R) Framework | A framework directing how Councils in NSW plan, document and report on their plans for the future. It includes a suite of integrated plans that set out a vision and goals and strategic actions to achieve them. It involves a reporting structure for progress and communication to Council and the community, and a structured timeline for review of goals and actions |
| Liability Risk (Climate Change) | Risks associated with compensation sought for losses that may have resulted from climate change |
| Mitigation (Climate Change) | Actions to limit our impact on the climate, either by reducing greenhouse gas emissions or increase the amounts of greenhouse gases removed from the atmosphere by sinks |
| Net Zero Emissions | Typically involve a combination of reducing and offsetting greenhouse gas emissions. The preference is on avoiding and reducing emissions with offsetting as a last step after all other options have been exhausted |
| Operational Plan | A one year plan that identifies the individual projects and activities that will be undertaken in a specific financial year to achieve the commitments made in the four year Delivery Program. The activities of the Operational Plan are enabled by the Resourcing Strategy |
| Paris Agreement | A legally binding international treaty on climate change, with the main aim to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels |
| Physical Risk (Climate Change) | Direct physical risks from a changing climate, for example impact on assets from sea level rise, and impacts on the community from bush fires |
| Renewable Energy | Energy from resources that are naturally replenished on a human timescale, such as solar, wind, hydro, tidal and geothermal |
| Resilience (Climate Change) | Embedded adaptation and mitigation measures that eliminates or reduces the severity and effects of shocks and stresses on environmental, social and economical systems |
| Shocks (Climate Change) | Acute events, e.g. bushfires and floods |
| Sink (Climate Change) | Greenhouse gases are removed from the atmosphere by for example carbon sequestration into the soil, or by planting trees |
| Stresses (Climate Change) | Chronic impacts, e.g. droughts, change in habitat |

Appendix D: Template Council Presentation for Climate Change Commitment Levels
(Download Appendix D)

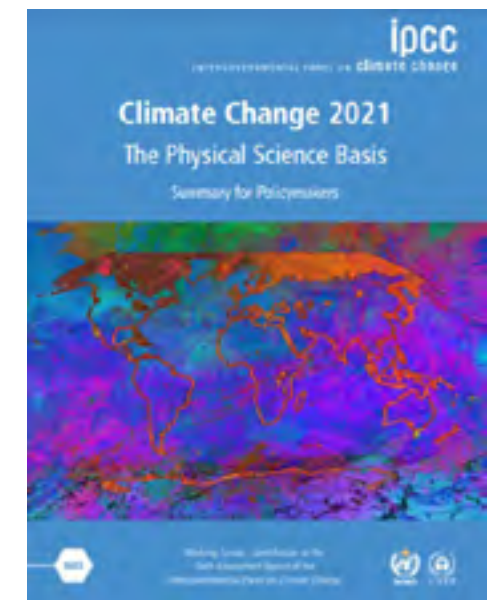
| Term | Description |
|--|---|
| System Thinking | An approach commonly emphasised in climate change action discussions, based on viewing a system in a holistic manner as opposed to its components individually. Linkages and interactions are considered essential to understanding problems and solutions in system thinking |
| Transitional Risk and Opportunities (Climate Change) | Risks and opportunities associated with the changes needed in society to adapt and mitigate climate change, for example impacts on Council from legislative changes, risks to reputation from lack of action, and changes in markets towards renewable energy |
| Vulnerability (Climate Change) | The degree to which a system is susceptible to, and unable to cope with, adverse effects of climate change |



Council's Commitment Level for Climate Action

UN Secretary-General Calls Latest IPCC Climate Report 'Code Red for Humanity', Stressing 'Irrefutable' Evidence of Human Influence. UN Press release:

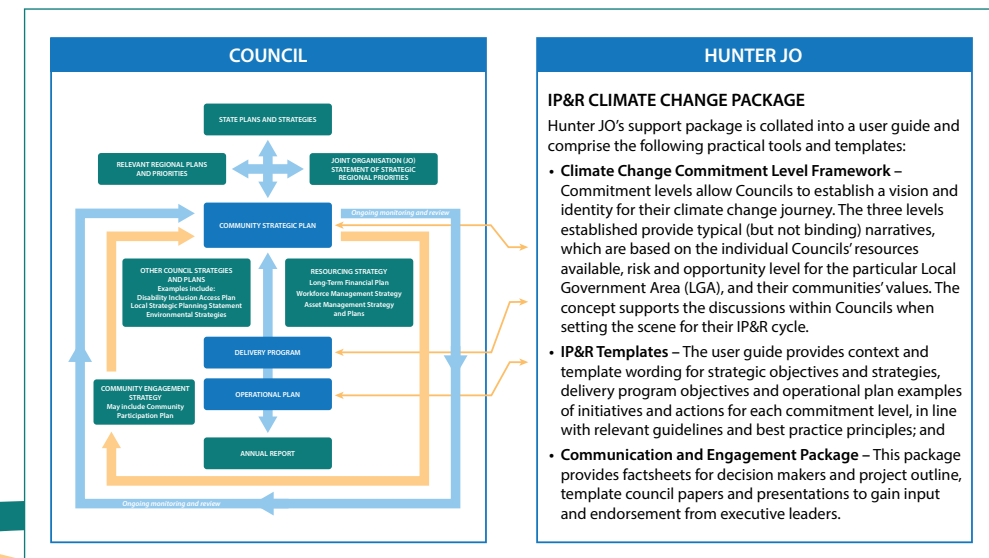
<https://www.un.org/press/en/2021/sgsm20847.doc.htm>



A Time for Action

- Requirements under the Paris agreement are commencing
- Australia have national strategies outlining our approach to both mitigation and adaptation due at the end of 2021
- All States and Territories of Australia have now committed to an emissions reductions target of net zero by 2050
- New science and guidance around climate change have been released in the recent years

About Hunter JO's Climate Change IP&R Package Project




[Insert Council specific progress slide with work to date]

Commitment Levels

| | LEADING | MOTIVATED | COMMITTED |
|-------------|-----------------|---------------------|----------------------------|
| DESCRIPTORS | Thought Leaders | Best Practice | Opportunistic Participants |
| | Innovators | Early Adopters | Supporters |
| | Influencers | Contributors | Complying |
| | Active Drivers | Collaborators | |
| | Change Agents | Active Participants | |

Proposed Commitment Level

[Insert proposed commitment level]



Questions?

Council Paper for Climate Change Inclusions in Integrated Planning and Reporting Documents

ITEM NUMBER [INSERT NO]

SUBJECT FOR [ENDORSEMENT OR APPROVAL]: Council's Climate Change Journey

AUTHOR [INSERT AUTHOR]

SPONSOR [INSERT SPONSOR]

BRIEFING DATE [INSERT DATE]

PURPOSE: To seek Council [endorsement OR approval] for the proposed climate change focus areas and inclusions in the IP&R documentation – [Community Strategic Plan AND / OR Delivery Program AND / OR Operational Plan].




RECOMMENDATION

(a) **That** Council [endorse OR approve] the climate change focus areas and inclusions in the Integrated Planning and Reporting documents [Community Strategic Plan AND / OR Delivery Program AND / OR Operational Plan].

BACKGROUND

1. Recently updated scientific evidence on climate change prepared by the intergovernmental Panel of Climate Change (IPCC, 2021) in "*Climate Change 2021: The Physical Science Basis Summary for Policy Makers*", show that the CO₂ concentrations in the atmosphere are higher than anytime in the last two million years, and that it is unequivocal that humans have caused warming of the atmosphere, ocean and land.
2. The target set in the 2015 Paris agreement of limiting warming to 2 degrees - preferably 1.5 degrees, will be exceeded during the 21st century unless deep reductions in greenhouse gas emissions occur in the coming decades.
3. [Insert a brief summary of Council specific climate change measures and progress to date].
4. For the upcoming Integrated Planning and Reporting (IP&R) cycle, Council [endorsed OR approved] a commitment level [leading OR motivated OR committed] for the climate change journey, based on Hunter JO's "Climate Change IP&R Support Package" [refer to previous Council paper for endorsement or approval of commitment level]. The typical, but not binding, narrative for the commitment level is presented below:

[insert narrative]

REPORT

1. A holistic climate change journey spans focus areas that follow the available guidance. In summary, we strive to build resilience to a changing climate through:
 - Climate change adaptation: actions that support individuals, communities, organisations and natural systems be resilient to impacts of a changing climate; and
 - Climate change mitigation: actions to limit our impact on the climate, either by reducing greenhouse gas emissions or increase the amounts of greenhouse gases removed from the atmosphere by sinks.
2. Councils' action in climate change adaptation and mitigation is typically divided into two categories:
 - Council as an organisation ('Council'); and
 - The community it serves ('Community').
3. It is also proposed to highlight the importance of governance, partnerships and collaboration for an effective strategy by separating it into a focus area of its own. The figure below shows the five proposed focus areas.



4. It is proposed that the following is committed to in relation to Council's climate change journey through the upcoming IP&R cycle:

[Insert relevant inclusions – templates can be used, if beneficial, from Hunter JO's Climate Change IP&R Support Package]

CONSULTATION & TIMING

1. [Insert Council specific details]

FINANCIAL IMPLICATIONS FOR COUNCIL

2. [Insert Council specific financial implications]

Appendix A. Glossary

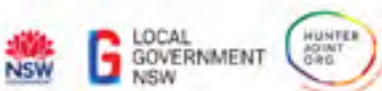
[Remove terms not used in the paper]

| Term | Description |
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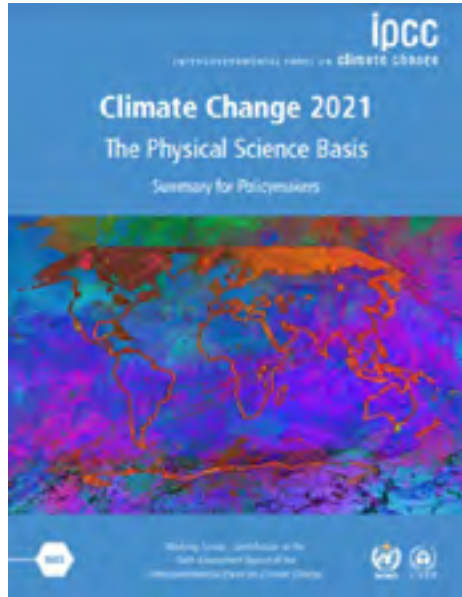
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| Term | Description |
|--|--|
| Integrated Planning and Reporting (IP&R) Framework | A framework directing how Councils in NSW plan, document and report on their plans for the future. It includes a suite of integrated plans that set out a vision and goals and strategic actions to achieve them. It involves a reporting structure for progress and communication to Council and the community, and a structured timeline for review of goals and actions |
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| Stresses (Climate Change) | Chronic impacts, e.g. droughts, change in habitat |

| Term | Description |
|--|---|
| System Thinking | An approach commonly emphasised in climate change action discussions, based on viewing a system in a holistic manner as opposed to its components individually. Linkages and interactions are considered essential to understanding problems and solutions in system thinking |
| Transitional Risk and Opportunities (Climate Change) | Risks and opportunities associated with the changes needed in society to adapt and mitigate climate change, for example impacts on Council from legislative changes, risks to reputation from lack of action, and changes in markets towards renewable energy |
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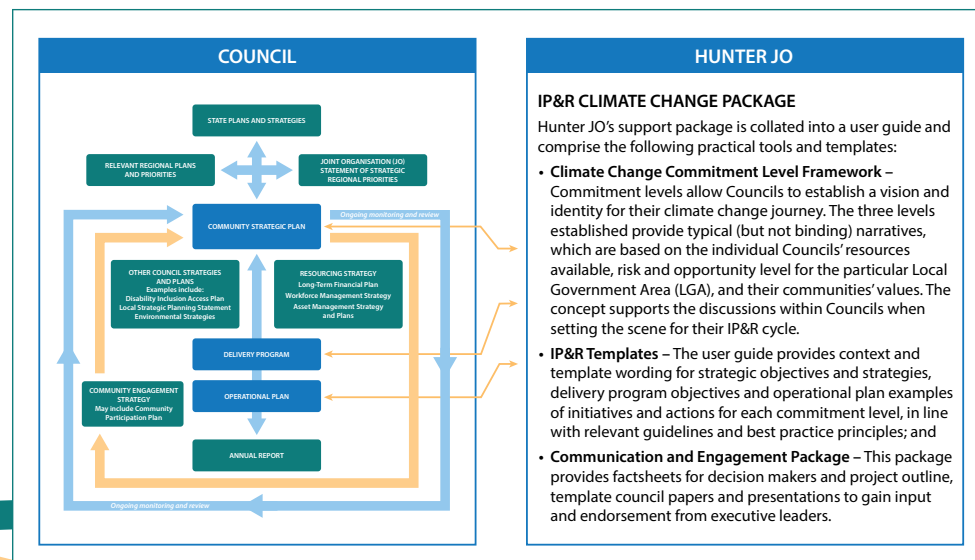


[Insert Council specific progress slide with work to date, including the adopted commitment level from Hunter JO's climate change IP&R support package]

Proposed Focus Areas for a Holistic Climate Change Journey



About Hunter JO's Climate Change IP&R Package Project



Proposed IP&R Inclusions

[Insert the proposed climate change inclusions for your IP&R documents, high level or detailed depending on your Council's requirements. Template wording for inclusions are available in the Climate Change IP&R Support Package]



Questions?





www.hunterjo.com.au



Proudly funded by NSW Government in association with Local Government NSW