

# Business Plan of the Central Victoria Greenhouse Alliance 2016 - 2019

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## Strategic Goals

The Alliance exists to achieve the following outcomes:

- zero net GHG emissions across the CVGA catchment area by 2050<sup>1</sup>
- sustainable economic growth in the CVGA catchment area is high and increasing<sup>2</sup>

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**MISSION:** The CVGA supports Local Governments and their communities to effectively respond to and benefit from climate change.

**VISION:** Communities and organisations in the central Victorian region produce zero net emissions by 2050. We have a thriving and resilient regional economy with strong and financially viable local governments.

**PURPOSE:** To catalyse, support, create and where appropriate, deliver projects and services that address the challenges of climate change in our region.

### Priority Outcomes

The Alliance will be accountable for the delivery of KPI's in the following three priority areas:

#### 1. Member capacity-building and projects

Develop projects and services that help build the capacity of member organisations effectively address issues relating to climate change with a special focus on:

- better understanding and management of energy and water consumption
- appropriate development of mechanisms for minimising consumption including energy and water efficiency, renewable energy generation and offsetting
- working with members and stakeholders to identify and support those segments of the community most vulnerable to the impacts of climate change

#### 2. Partnership and advocacy

Foster, lead or support partnerships that help forward the Alliance's strategic goals including member, non-member and cross-sectoral partnerships.

Help partners effectively share and receive information that forwards the Alliance's strategic goals.

Aggregate and leverage the collective position of members and where appropriate other partners, to address barriers or identify opportunities that forward the Alliances strategic goals.

#### 3. Good governance and financial viability

Ensure the Alliance has the appropriate governance and financial model, risk management and procedures, manuals, insurances and other arrangements to remain effective in fulfilling our strategic objectives.

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<sup>1</sup> This target (and interim targets) is based linked on the State Government's GHG emissions reduction targets embedded in the *Victorian Climate Change Act (2010)* and amended in July 2016.

<sup>2</sup> Metrics for sustainable economic growth have not yet been determined to track this goal.

## PRIORITY ONE: Partnerships and Advocacy

Foster, catalyse, lead or support partnerships that are effective in leveraging the collective capacity of members and other stakeholders and partners.

How do we do this?

1. Develop and maintain externally facing networks of peak bodies and organisations
  - 1.1. KPI: Number and range of meetings. (quantative)
  
1. Within CVGA forums share strategies and actions to achieve member council objectives
  - 1.1. KPI: Opportunities provided for networking at CVGA meetings
  
2. Participate in appropriate government and other agency forums
  - 2.1. KPI: Number of submissions developed. (formal and informal)
  - 2.2. KPI: Number of relevant meetings attended to put forward the Alliance perspective
  
2. Develop appropriate information sharing mechanism
  - 2.1. KPI: Develop and resource an appropriate (web-based) mechanism. (qualitative)
  - 2.2. KPI: Number 'members' of the system, i.e. people signed up. (quantitative)
  - 2.3. KPI: Number or articles/pieces of information shared across the system. (quantitative)
  - 2.4. KPI: Number of hits. (quantative)

## PRIORITY TWO: Governance and financial viability

CVGA operates as an ethical and transparent incorporated association.

How do we do this?

1. Regular meetings of Board and sub-committees
  - 1.1. KPI: Four Board meetings per year. (quantitative)
  - 1.2. KPI: Four Audit Committee meetings per year. (quantitative)
2. Ensure operating policies are developed and reviewed regularly
  - 2.1. KPI: Audit committee dedicates one meeting per year complete this. (quantitative)
3. Ensure obligations within the CVGA constitution and MOUs between CVGA and councils are met
  - 3.1. KPI: Audit committee review CVGA operations regularly. (quantitative)
4. Ensure we abide by standards and requirements of Consumer Affairs Victoria (CAV) – (and Australian Charities and Not-for-profit Commission (ACNC) when and if applicable)
  - 4.1. KPI: Annual reports approved at the annual AGM. (quantitative)
5. Operate consistently within the values of CVGA as given in the MOU (Appendix 1)
  - 5.1. KPI: Self-Assessment by Board. (qualitative)
6. Increase services available to support councils and their communities for climate change response
  - 1.1. KPI: Number and quality of services and projects delivered. (qualitative)
7. Review number of councils with CVGA membership
  - 7.1. KPI: Annual review of optimal membership. (quantitative)
8. Review tax status of CVGA with a view to apply for Deductible Gift Recipient (GDR) status to allow receipt of philanthropic funding and be listed as a Registered Organisation eligible for income tax exemption, i.e. hold an Income Tax Exemption Certificate (ITEC)
  - 8.1. KPI: Complete review and achieve status if desired. (quantitative)

## PRIORITY THREE: Capacity-Building and Projects

To maximise the effectiveness of members and other stakeholder's efforts to fulfil on our strategic goals by:

- increasing the awareness and capacity of members to understand and engage in Climate Change related issues
- align existing resources and efforts towards achieving a common GHG emissions reduction agenda with shared measures

How do we do this?

1. Local Government staff forums for networking, planning and information sharing
  - 1.1. KPI: number of opportunities for members to input or leverage the Alliance's strategic plan. (quantitative)
  - 1.2. KPI: number of opportunities for members to share successes, failures and projects. (quantitative)
2. Optimise members' resources (money, staff, time)
  - 2.1. KPI: annual review of how the relevant member strategic and/or business plans match the CVGA business plan. (qualitative)
  - 2.2. KPI: Member contributions to CVGA activities (e.g. members of Board attend 75% of meetings). (quantitative)
  - 2.3. KPI: Number and scale of funding applications. (quantitative)
  - 2.4. KPI: Return on member investment (organised by these three priorities). (quantitative)
3. Enhance members' ability to collaborate and deliver regional projects
  - 3.1. KPI: ensure all members have appropriate plans for addressing Climate Change issues (quantitative)
  - 3.2. KPI: Number and scale (measures: financial size, outputs and impacts) of projects being managed directly by the CVGA on behalf of members. (quantitative)
4. Enhance the capacity of members (and other stakeholders where appropriate) to work collectively on achieving zero-net GHG emissions by 2050
  - 4.1. KPI: support members to effectively track and measure GHG emissions. (quantitative)
  - 4.2. KPI: support members to effectively integrate their GHG emissions tracking systems. (qualitative)
  - 4.3. KPI: support members to develop a common GHG emissions reduction agenda. (qualitative)
5. Build knowledge and awareness of climate change issues and responses in our region
  - 5.1. KPI: Presentations to elected representatives, directors, officers.  
egg. One council briefing per council per annum (officers to facilitate)  
egg. A leadership event for council leaders/decision members to attend? TBC  
egg. Number of information sessions made available to Council staff on Climate Change issues

Actions	Who	When
Work through how we're going to report back on these issues	All	
Man. Comm to discuss/finalise KPIs for Board decision	Man Committee	
Follow the Strategic Plan Engagement strategy (appendix 2)	EO	
Consider presentation of this document	All	
Robust discussion within individual councils and collectively as an organisation of what we want and why?	All members	
How do you measure/estimate time people have contributed in CVGA activities for the ROI		