

Act and Adapt Sustainable Environment Strategy 2023-2028:

Implementation Plan and MERI Guide – External (23/24)

1.0 Executive Summary

City of Port Phillip (CoPP) recognises that climate change, including sea level rise and mass species extinction, poses serious risks to the people of Port Phillip and Australia, and should be treated as an emergency. The impact of the Climate Emergency will be considered in organisational decision-making and planning.

This Act and Adapt Sustainable Environment Strategy Implementation Plan and MERI (monitoring, evaluating, reporting and improvement) Guide (the Implementation Plan) has been developed as an implementation guide for the organisation to deliver the endorsed initiatives for 3 of the 5 outcomes within in *Act and Adapt: Sustainable Environment Strategy (2018-28)* (the strategy):

- A water sensitive city
- A City with lower greenhouse gas emissions
- A City that is adapting and resilient to climate change

Separate dedicated Strategies have been developed for the two remaining outcomes:

- A greener, cooler, more liveable city (Urban Forest Strategy)
- A sustained reduction in waste (Don't Waste It! Waste Management Strategy)

This five-year Implementation Plan has identified projects and activities to be delivered from 2023 -28 to deliver on the initiatives of *Act and Adapt Sustainable Environment Strategy 2023-28*. Each initiative/action includes:

- What is involved
- Delivery phase
- Targets and indicators of success
- Monitoring and reporting

2.0 Purpose

The purpose of the Implementation Plan is to detail how CoPP intends to put the strategy into action. The Implementation Plan serves as a roadmap for executing the strategy and achieving the desired outcomes.

By having a well-defined Implementation Plan, CoPP can aspire to align strategy actions with sustainability goals, enhance accountability, and contribute to positive environmental, social, and economic outcomes.

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3.0 Partners

CoPP collaborate closely with the Victorian and Australian Governments to get the best sustainability outcomes for our community. We often need government support, such as policy changes or local investment, to help deliver projects and infrastructure.

CoPP is also a member of many environmental bodies and local government associations. As a result, we can expand our reach and jointly advocate for action.

Some of our key partnerships include:

- South East Councils Climate Change Alliance (SECCCA) is one of nine regional alliances across Victoria helping councils achieve their goals for greenhouse gas emissions reduction and climate resilience. Membership consists of nine local governments in the South East: the Cities of Port Phillip, Bayside, Kingston, Greater Dandenong, Frankston, Mornington Peninsula, Casey, Cardinia, and Bass Coast.
- Association of Bayside Municipalities advocates and undertakes joint projects to benefit councils around Port Phillip Bay. All ten Councils around the bay are members. The organisation focuses exclusively on marine and coastal issues and maintaining the health of Port Phillip Bay to ensure ongoing economic benefit to the region.
- Fishermans Bend is Australia's largest urban renewal project, covering approximately 480 hectares and five precincts across Melbourne and Port Phillip. We work closely with the Victorian Government and City of Melbourne on planning, development and sustainability in Fishermans Bend.
- Green Building Council of Australia is a national authority on sustainable buildings, communities, and cities, with links to the World Green Building Council. It provides advice and direction to developers through Green Star assessment tools. City of Port Phillip is a member, along with other local governments, Victorian and Australian government departments, universities, property developers, planners, architects, engineers, and construction companies.
- Inner Metro Partnership is an advisory group established by the Victorian Government. Its membership includes nine local community and business representatives, the CEOs of the Cities of Melbourne, Yarra and Port Phillip and a Victorian Government executive. The group shares best practices and knowledge and collaborates on policies and major procurement to achieve the best value.
- Council Alliance for a Sustainable Built Environment is an association of Victorian councils committed to ensuring future generations can enjoy a sustainable built environment. It delivers projects and advocates for broad-scale positive change to Victoria's built environment through collaborative, local government-led action.
- The Port Phillip EcoCentre in the St Kilda Botanical Gardens is a hub for community-led action to address climate change. City of Port Phillip is proud of our long-term funding partnership with the EcoCentre to promote environmental sustainability and community action. The EcoCentre educates and empowers students, residents, and visitors to care for land, water, wildlife, and wellbeing.

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4.0 Equity and Inclusion

Addressing the impacts that our Strategy may have on equity and inclusion during the development phase was difficult to do, due to the number and diversity of initiatives within the Strategy. Instead, a more meaningful approach is to address these impacts at project level during the implementation of the Strategy.

If an initiative within the Strategy is likely to have a direct and significant impact on the community, this will trigger a Gender Impact Assessment (GIA). The GIA asks how the needs of different genders are being met by what we are delivering. GIAs also consider impacts of other social factors such as age, culture, ethnicity, religion, (dis)ability, sexual orientation, and socio-economic status.

As we implement each initiative within the Strategy, we will work internally and with partners to complete GIAs to ensure that all members of our diverse community have fair access to the same opportunities and resources.

5.0 Governance

5.1 Climate Emergency Steering Committee (Internal)

The purpose of the Climate Emergency Steering Committee is to guide and oversee the organisation's actions to mitigate and adapt to climate change, transform water management, and provide governance and accountability to Council's sustainability outcomes.

The Steering Committee will oversee the overall delivery of:

- The Act and Adapt Sustainable Environment Strategy
- The Climate Emergency Action Plan
- Implementation of actions to respond to Council's Climate Change Adaptation Audit 2023.

The Committee has no project control group functions, all project governance will occur through other established project control groups. This means the specific projects in Act and Adapt will report through to their respective project control groups, but the Committee will oversee the overarching implementation of the Strategy, Action Plan and Audit recommendations.

The Committee will provide senior leadership and ownership of the organisation's response to the climate emergency, implementation of the Strategy and provide guidance and direction on how to navigate some of the biggest organisational challenges related to the climate emergency.

Climate Emergency Steering Committee Terms of Reference provided as Appendix 9.1

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5.2 Climate Emergency Working Group (Internal)

The purpose of the Climate Emergency Working Group (CEWG) is to provide practitioner leadership to drive our response to Climate Change and to improve Water Management.

The CEWG will support the delivery of actions within the *Act and Adapt- Sustainable Environment Strategy 2023-28* and the supporting Climate Emergency Plan and Water Sensitive City Implementation Plan, which outline Council's commitments to environmental sustainability.

The CEWG will:

- Support a whole of organisation, unified response, and work to ensure the Climate Emergency is considered in everything we do.
- Share skills and knowledge to support our collective capacity to respond to the Climate Emergency.
- Identify opportunities across the organisation and community which support carbon emission mitigation, climate change adaption and water sensitive city outcomes.
- Communicate internally and support executive leadership to communicate about climate change issues and responses to Councillors, the Leadership Network, the organisation, community members and partner organisations.
- Report progress on actions within the Climate Emergency and Water Sensitive City Implementation Plans to the Climate Emergency Steering Committee.

Climate Emergency Working Group Terms of Reference provided as Appendix 9.2

5.3 Project Control Groups (PCG's) (Internal)

PCGs provide project governance and assurance throughout the entire project life cycle. They provide the forum in which the project Sponsor formally makes project decisions, and all projects must report to a PCG.

PCGs are usually made up of the project Sponsor as chair and other managers and coordinators that are key stakeholders in that field of practice, they should be no more than 6 persons. Project Managers attend the PCG meetings to present documents and plans for consideration and approval or to raise project issues.

The following project specific PCGs provide oversight for *Act and Adapt- Sustainable Environment Strategy 2023-28* projects and work streams that are articulated as initiatives and actions within Act and Adapt:

- City Planning and Sustainability
- EcoCentre
- Buildings
- Open Space

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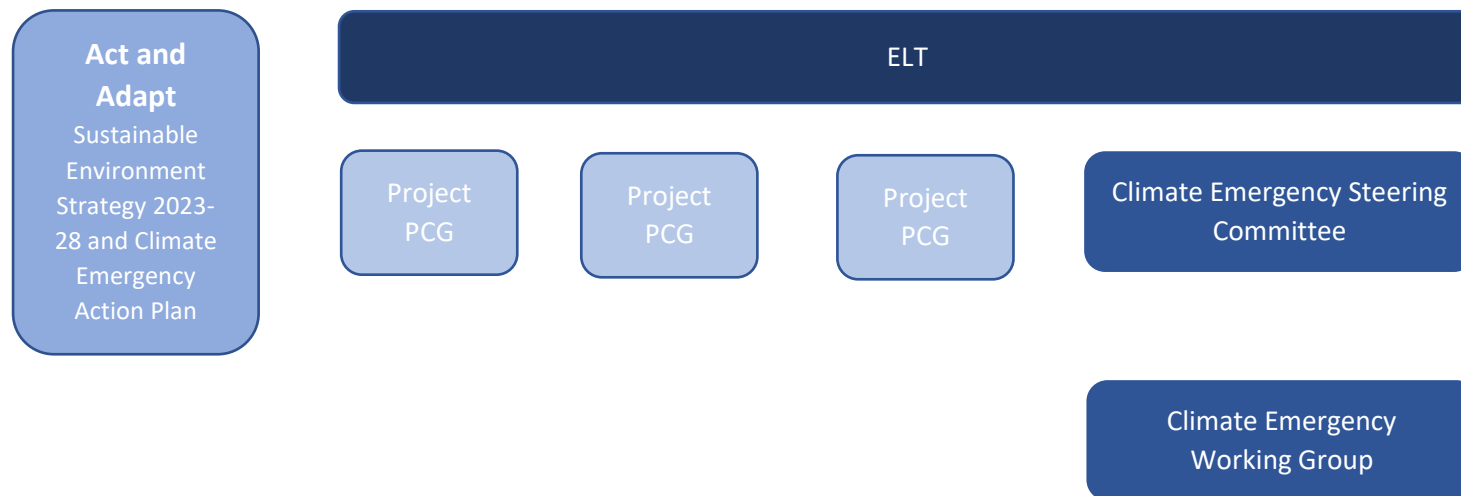
- South Melbourne Market
- Waste Management
- Transport
- Fishermans Bend

5.4 CoPP Executive Leadership Team (ELT)

ELT lead and support the Organisation's strategies and directions. The Team is made of the General Managers (GM) of the Council and CEO.

ELT meets as a group weekly on Mondays to discuss organisational issues and consider officer reports.

The image below outlines the Governance hierarchy.



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6.0 Measuring Progress - Targets and Indicators

We are committed to ongoing monitoring and evaluation of our targets, indicators and actions.

We will:

- Use data to evaluate progress and inform decision-making.
- Re-evaluate our existing methods for measuring and calculating greenhouse gas emissions, sustainability, water use and water quality impacts.
- Where possible, automate the data collection and evaluation process.
- Investigate how to make data accessible throughout the organisation and community.
- Use data to guide internal actions as well as educate the community to make informed decisions about climate change actions and programs.

We will be using a Monitoring, Evaluation, Reporting and Improvement Framework (MERI Framework) to track the progress of our indicators against our targets.

A MERI is a four pillared framework that supports the progress towards achieving our targets set in the Strategy. A MERI is a continuous cycle, rather than a single evaluation event, that ensures objectives are met, resource use is optimized, and lessons learned are incorporated for continuous improvement.

- Monitoring – collection of data to track the progress of our initiatives. Our data comes from a variety of sources, including consultant reports, utilities data, and publicly available data.
- Evaluation – comparing actual progress with targets. The MERI workbook allows for the progress data to be directly compared to the target for each of the indicators.
- Reporting – provides transparency and accountability. Reporting on the strategy will be in line with the organisation reporting framework, as describe below.
- Improving – learning from the monitoring and evaluation to enhance future planning and implementation.

It is proposed reporting on the Strategy will occur through the following steps:

- Individual initiatives reported monthly through Councils internal project management system.
- Quarterly reporting on certain (quarterly) indicators and action implementation via:
 - CEO Report (External)
 - Climate Emergency Steering Committee (Internal)

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- Annual reporting on implementation of the overall Act and Adapt Strategy via:
 - Stand-alone document/presentation to Executive Leadership Team
 - Annual report (External)
 - Council Plan and Budget (External)

Outlined below is how Act and Adapt reporting will integrate with the CoPP Organisational Reporting Framework:

	CEO Report	Annual Report	Council Plan & Budget
Audience	Council and Community	Council and Community	Council and Community
Purpose	Reporting	Reporting	Planning
Frequency & Date	Quarterly and Monthly	Annual (June/July) 23/24	Annual 22/23
Indicators - Qualitative	Narrative of achievements for reporting period	Narrative of achievements for reporting period	Project Status reporting
Indicators – Quantitative	<ul style="list-style-type: none"> • No. of Act and Adapt initiatives on track • Councils' gross greenhouse gas emissions (tCO₂e) • Councils' mains water use for irrigation (ML) • Councils' energy consumption in buildings and streetlights (MWh) 	<p><u>Council Indicators</u></p> <ul style="list-style-type: none"> • Councils' gross greenhouse gas emissions (tCO₂e) • Councils' mains water use for irrigation (ML) • Councils' energy consumption in buildings and streetlights (MWh) • Total Suspended Solids removed from waterways by Council construction projects (kg) <p><u>Community Indicators</u></p> <ul style="list-style-type: none"> • Community mains water use per person (kL) • Community's gross greenhouse gas emissions (tCO₂e) 	<p><u>Council Indicators</u></p> <ul style="list-style-type: none"> • Councils' gross greenhouse gas emissions (tCO₂e) • Councils' mains water use for irrigation (ML) • Councils' energy consumption in buildings and streetlights (MWh) • Total Suspended Solids removed from waterways by Council construction projects (kg) <p><u>Community Indicators</u></p> <ul style="list-style-type: none"> • Community mains water use per person (kL) • Community's gross greenhouse gas emissions (tCO₂e)

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6.1 Measuring Progress - A water sensitive

Council has committed to using water efficiently, reducing the impacts of flooding and collecting, cleaning, and recycling water

Council indicators					
Indicator	Baseline 2016/17	Target 2021/22	Progress 2021/22	Target 2028	Initiatives contributing to this indicator
Council's mains water use for irrigation Note: This is a new indicator – see box	169 ML/y	N/A	149 ML/y 12% reduction	97 ML/y 43% reduction	1. Investigations and trials 3. Stormwater harvesting 5. Fishermans Bend 6. Recycled water 7. Infrastructure improvements
Council's potable water use Note: We measure this indicator to support our target relating to mains water use for irrigation	238 ML/y	257 ML/y	216 ML/y		1. Investigations and trials 3. Stormwater harvesting 5. Fishermans Bend 6. Recycled water 7. Infrastructure improvements
Total nitrogen	15,009 kg/y	13,544 kg/y 10% reduction	13,563 kg/y 10% reduction	12,669 kg/y 16% reduction	1. Investigations and trials 2. Planning and development 3. Stormwater harvesting 5. Fishermans Bend 7. Infrastructure improvements 8. Water sensitive urban design 9. Permeability improvements
Total suspended solids	717,035 kg/y	601,505 kg/y 16% reduction	627,395 kg/y 13% reduction	590,125 kg/y 18% reduction	1. Investigations and trials 3. Stormwater harvesting 5. Fishermans Bend 7. Infrastructure improvements 8. Water sensitive urban design 9. Permeability improvements

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Total phosphorus	1,880 kg/y	1,656 kg/y 12% reduction	1,699 kg/y 10% reduction	1,599 kg/y 15% reduction	1. Investigations and trials 3. Stormwater harvesting 5. Fishermans Bend 7. Infrastructure improvements 8. Water sensitive urban design 9. Permeability improvements
Community indicators					
Indicator	Baseline 2016/17	Target 2021/22	Progress 2021/22	Aspiration 2028	Initiatives contributing to this indicator
Community potable water use	178 L/p/day	155 L/p/day	182 L/p/day	150 L/p/day	1. Investigations and trials 2. Planning and development 4. Community water use 5. Fishermans Bend 9. Permeability improvements

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6.2 Measuring Progress - A City with lower carbon emissions

Council has committed to maintaining zero net emissions from our operations and will work with our community and partners to reduce greenhouse gas emissions

Council indicators				
Indicator	Baseline 2016/17	Progress 2021/22	Target 2028	Initiatives contributing to this indicator
Gross greenhouse gas emissions from Council operations, including buildings and streetlights	10,954 tCO ₂ -e	8,142 tCO ₂ -e	37% reduction 6,918 tCO ₂ -e	15. Sustainability data reporting, use and communication 16. Reducing emissions, energy use and increasing electrification in Council buildings and assets 17. South Melbourne Market Sustainability Strategy 18. Green leases and tenant engagement 19. Electric vehicles 20. Energy efficient lighting upgrade
Energy consumption in Council buildings and streetlights Note: We are measuring this indicator to help achieve the gross greenhouse gas emissions target	8,900 MWh	6,382 MWh	Indicator only	16. Reducing emissions, energy use and increasing electrification in Council buildings and assets 18. Green leases and tenant engagement 20. Energy efficient lighting upgrade
Net greenhouse gas emissions from Council operations	6,464 tCO ₂ -e	Zero	Zero	15. Sustainability data reporting, use and communication 16. Reducing emissions, energy use and increasing electrification in Council buildings and assets 17. South Melbourne Market Sustainability Strategy

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				18. Green leases and tenant engagement 19. Electric vehicles 20. Energy efficient lighting upgrade 21. Carbon offset policy.
Percentage of Council electricity use from renewable sources	293 kWh	100%	100%	15. Sustainability data reporting, use and communication 16. Reducing emissions, energy use and increasing electrification in Council buildings and assets 17. South Melbourne Market Sustainability Strategy 18. Green leases and tenant engagement
Community indicators				
Indicator	Baseline 2016/17	Progress 2021/22	Aspiration 2028	Initiatives contributing to this indicator
Greenhouse gas emissions in the municipality	1,700,000 tCO ₂ -e	1,279,000 tCO ₂ -e	Zero by 2045 75 to 80% reduction by 2035 Aligned with state government target, awaiting legislation	22. Port Phillip EcoCentre redevelopment and programs 23. Community emissions reductions 24. Industry and business emissions reductions 25. Environmental upgrade agreements 26. Sustainable solutions for apartment buildings and low-income and rental households 27. Environmentally sustainable design in planning and development 28. Neighbourhood batteries 29. Library sustainability initiative 30. Electric vehicle uptake 31. Sustainable transport initiatives
Electricity use from renewable sources in the municipality	5,100 kWh	16,758 kWh	Indicator only	23. Community emissions reductions 24. Industry and business emissions reductions 25. Environmental Upgrade Agreements 26. Sustainable solutions for apartment buildings and low-income and rental households.

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				27. Environmentally sustainable design in planning and development 28. Neighbourhood batteries
Percentage of households with solar power	11 % (Baseline 2021/22)	N/A	Indicator only	23. Community emissions reductions 24. Industry and business emissions reductions 26. Sustainable solutions for apartment buildings and low-income and rental households. 27. Environmentally sustainable design in planning and development 28. Neighbourhood batteries
Number and percentage of private vehicles that are electric	0.14% 20,095 cars (Baseline 2021/22)	N/A	Indicator only	30. Electric vehicle uptake 31. Sustainable transport initiatives

6.3 Measuring Progress - A City that is adapting to climate change

We will work with our community and partners to adapt to the impacts of a changing climate.

Council indicators			
Indicator	Baseline 2021/22	Target 2028	Initiatives contributing to this indicator
Percentage of asset management plans that include details of identified climate risks and measurable actions to increase climate resilience of the asset class	35%	100% of asset management plans	36. Fishermans Bend as an innovation precinct 37. Climate change risks to Council 38. Coastal Hazard Vulnerability Assessment and Coastal Adaptation Plan 39. Drainage infrastructure 40. Flooding and sea level rise
Percent of managers that have responded to the control actions identified in Operational and Climate Risk Register	0% (Climate Risk Assessment not complete)	100% of managers have responded to actions	37. Climate change risks to Council 38. Coastal Hazard Vulnerability Assessment and Coastal Adaptation Plan 39. Drainage infrastructure 40. Flooding and sea level rise

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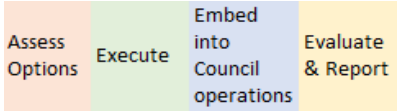
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By 2028, Council has a fit-for-purpose risk management, reporting and decision-making framework to manage climate-related risk to service delivery, assets, and finances	No framework	Framework complete	37. Climate change risks to Council 38. Coastal Hazard Vulnerability Assessment and Coastal Adaptation Plan
Community indicators			
Indicator	Baseline 2021/22	Aspiration 2028	Initiatives contributing to this indicator
Percentage of community members who have sufficient information to make informed decisions about how to protect themselves and respond in the event of extreme weather (heatwaves, storms, or flooding)	62%	No advocacy position to be set because this is a lag indicator, which will be measured to inform community support and programs	32. Community climate resilience 33. Cool spaces strategy 34. Community flood awareness campaign 41. Emergency management planning

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7.0 Initiatives and Actions

	Initiative	What's involved /Actions	Sub Actions/Activities	Implementation Phase					
				23/24	24/25	25/26	26/27	27/28	
									
A Water Sensitive City									
1	Water Sensitive Cities Plan	Refresh and implement City of Port Phillip's <i>Water Sensitive City Plan</i> , including investigating existing, new, and emerging technologies and approaches to help Council use water more efficiently.	<ul style="list-style-type: none"> - Review current WSC Plan. - Update Targets. - Draft new WSC Plan. - Commence implementation of WSC Plan. 						
2	Planning and development	Define onsite stormwater detention requirements for new developments based on the work undertaken in 2021/22, including clear technical guidance and assessment criteria for development applications.	<ul style="list-style-type: none"> - Review work undertaken to date. - Incorporate next steps into WSC Plan. 						

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3	Stormwater harvesting	Continue to investigate stormwater harvesting opportunities and implement where opportunities are feasible	<ul style="list-style-type: none"> - Technical feasibility investigations for sites and associated catchments. - Water balance modelling. - Geotechnical, survey and services locating investigations, as necessary. - Concept design for feasible sites. - Functional design and business case for Stormwater Harvesting in St Kilda from Fitzroy St and Shakespeare Grove Catchments. - Desktop review and high-level Concept for expansion of the Elsternwick/Elwood Stormwater Harvesting Scheme. - Consolidated report. - Explore funding options and partnerships. 					
4	Community water use	Support the Victorian Government’s Target 150 campaign through our existing community engagement and communication programs	<ul style="list-style-type: none"> - Identify opportunities to embed into existing community programs. - Identify potential partners. - Embed into Sustainability Communications Plan. - Deliver. 					
5	Fishermans Bend	Work with partners to establish and document the governance structure of smart rainwater tanks	<ul style="list-style-type: none"> - Request for quote for consultant partners. - Engage partner consultants. - Develop governance structure. - Execute. 					

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		Continue developing blue-green infrastructure and flood-resilient solutions for precincts with internal and external stakeholders	<ul style="list-style-type: none"> - Continue advocating for integration of flood infrastructure. - Support State Government to implement solutions. 					
6	Recycled water	Investigate and deliver, where feasible, the infrastructure required to irrigate open spaces and vegetation using recycled water from South East Water's proposed recycled water plant in Fishermans Bend and in adjoining areas of the municipality.	<ul style="list-style-type: none"> - Collaborate with South East Water. - Confirm open space requirements. - Plan for works. 					
7	Infrastructure improvements	Develop a long-term strategic asset plan to manage stormwater infrastructure, including new or proposed assets, and renew and maintain existing assets.	- Update Stormwater Asset Management Plan (Internal) to encompass better data and accurate Water Sensitive Urban Design (WSUD) info.					
		Audit and inspect water sensitive urban design (WSUD) assets to ensure they function as intended.	<ul style="list-style-type: none"> - Undertake audit. - Address recommendations to ensure functionality. 					
8	Water sensitive urban design	Continue seeking opportunities to implement water sensitive urban design infrastructure.	- Identify, scope, and deliver appropriate WSUD opportunities.					

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9	Permeability	<p>Develop methods and tools to quantify permeability easily.</p> <p>Use mapping and analysis to understand potential future changes in permeability across the municipality</p>	<ul style="list-style-type: none"> - Work with consultant to develop methods and tools. - Complete permeability scenario testing. - Complete investigation into opportunities. 					
A city with lower greenhouse gas emissions								
15	Sustainability data reporting, use and communication	<p>Introduce a system and process to collect, store and use sustainability data to ensure informed decision-making</p>	<ul style="list-style-type: none"> - Review of current sustainability data collection processes. - Research methodology utilised by other LGAs and review of suitable platforms/tools utilised in the industry. - Identify appropriate tool to meet reporting needs. - Identify and prioritise Council's scope 3 emissions. - Capture Council and community water, energy and emissions data and other sustainability indicators as identified through the Act and Adapt Review) 					

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		Review Council services to understand supply chain emissions. Identify opportunities to reduce supply chain emissions and incorporate changes	<ul style="list-style-type: none"> - Benchmarking of similar organisations approaches. - Review of current scope 3 emissions captured in GHG inventory. - Materiality assessment of potential supply chain emissions. - Measure and calculate material, measurable supply chain emissions. - Identify areas for emissions reductions. 					
16	Emissions, energy use and electrification in Council buildings and assets	Undertake an environmental performance audit and reduce energy use in key Council buildings by investing in renewable energy, energy efficiency and water efficiency initiatives and changing our behaviour in a targeted way	<ul style="list-style-type: none"> - Sustainability Audit of all council buildings. - Understand upgrade opportunities for all buildings including the electrification of building - Update the Environmentally Sustainable Design Strategy (setting minimum sustainability performance standards for all building assets). 					
		Progressively electrify existing Council buildings where feasible.	<ul style="list-style-type: none"> - Current Lighting Upgrade and De-gasification plan complete. - Implement opportunities identified in building audit as feasible. - upgrade old buildings and build new buildings to new ESD standards as set out in the Environmentally Sustainable Design Strategy. 					

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		<p>Build new assets with no gas connections (with minimal exceptions where needed for commercial cooking)</p> <p>Introduce minimum sustainability performance standards for key asset classes, such as drains, footpaths, buildings and open space</p> <p>Measure and reduce embodied carbon in our buildings and assets</p>	<ul style="list-style-type: none"> - Framework for prioritising asset categories which are most in need of sustainability standard. - Trial sustainability standards on two-three prioritised assets. -Address findings of trial and begin developing standards for remaining prioritised assets. - Work with asset owners and internal stakeholders to embed sustainability standards into relevant documents, plans, processes, and procedures. 					
17	South Melbourne Market Sustainability Strategy	<p>Implement the South Melbourne Market Sustainability Strategy, focusing on reducing waste, transitioning towards zero-carbon operations, and reducing water use and impact on waterways</p>	<ul style="list-style-type: none"> - See South Melbourne Market Environmental Sustainability Strategy 2023 - 2027 					
18	Green leases and tenant engagement	<p>Enhance green lease provisions and tenant engagement to drive and report on emissions reduction and improved waste management, focusing on large commercial leaseholders.</p>	<ul style="list-style-type: none"> -Continuously enhance environmental performance through green lease provisions. -Participate in SECCCA’s Green Lease project. 					

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19	Transition to a lower emissions fleet	Undertake a review of the fleet with specialist advice to identify and implement cost effective options to reduce emissions, which could include electrification, transition away from diesel and extending the life of existing vehicles	<ul style="list-style-type: none"> - Continue to transition fleet away from fossil fuel-based vehicles. - Review risks and liabilities associated with Council’s grey fleet and mitigate any risk exposure. -Continue to monitor technology and market developments of alternative fuelled (electric and hydrogen) vehicles. - Continue to deploy and maintain the smart city technologies on the Council fleet (vehicles, e-bikes, e-scooters). - Continue to monitor regulatory changes. - Install electricity sub-meters to record electricity used to charge vehicles. - Consider whole of life emissions data for proposed assets. 					
20	Energy efficient lighting upgrade	Continue to deliver our existing commitment to an energy-efficient street lighting upgrade of 1,500 lights for major roads	Project Complete					
		Develop a business case to identify and prioritise additional street lighting upgrade opportunities.	To be defined					
		Reduce greenhouse emissions by replacing old streetlights with more efficient LEDs, as identified in the business case	To be defined					

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21	Carbon offset policy	Develop a carbon offset policy to guide Council's purchase of offsets to achieve carbon neutrality, including exploring regional opportunities for carbon offsets	<ul style="list-style-type: none"> - Internal workshops and information gathering. - Benchmarking exercise. - Draft policy. - Final report endorsed and published. 					
22	Port Phillip EcoCentre redevelopment and programs	Lead the Port Phillip EcoCentre redevelopment and invest in EcoCentre programs that support an environmentally aware community	<ul style="list-style-type: none"> - Port Phillip EcoCentre redevelopment is scheduled to be completed in late 2024. - A new Funding Agreement for EcoCentre services and programs is being developed for 24-25 onwards. 					
		Promote the redeveloped EcoCentre as a hub for community-led action, empowering youth, schools, residents, and visitors to address climate change impacts by connecting with the local environment	<ul style="list-style-type: none"> - Council's Funding Agreement supports the Port Phillip EcoCentre to deliver a range of important environment and sustainability programs for all ages and community members. - Council will continue to promote EcoCentre activities and the redeveloped facility as a hub for community-led action. 					

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23	Community emissions reductions	<ul style="list-style-type: none"> - Expand delivery of sustainability programs for community benefit - Understand community needs and barriers to renewable energy uptake and deliver a program to support community renewable energy uptake - Target communications and resources to help key audiences reduce their carbon emissions and prepare and adapt to the impacts of climate change - Provide support to the community to enhance transition away from the use of fossil fuels such as gas 	<ul style="list-style-type: none"> - Delivery of Community Sustainability Programs project includes targeted communications and events to support the community to transition away from fossil fuels and prepare for and adapt to climate change impacts. - Council will assess barriers to renewable energy uptake in the community in order to deliver a targeted program. 					
24	Industry and business emissions reductions	Support top commercial and industrial greenhouse gas emitters in their emission reduction initiatives and small-to-medium-sized businesses to reduce their emissions with access to programs, rebates, and incentives	<ul style="list-style-type: none"> - Initiatives as part of the Community Sustainability Programs project will be delivered to support businesses. - Council supports the Business Renewables Buying Group project to enable medium to large commercial and industrial businesses to purchase 100% renewable electricity. 					

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25	Environmental upgrade agreements	Work with partners to drive the uptake of environmental upgrade agreements for commercial and residential buildings - legislation pending	<ul style="list-style-type: none"> - Define scope of project - Develop project plan. - Identify potential partners. 					
26	Sustainable solutions for apartment buildings and low-income and rental households	<ul style="list-style-type: none"> - Seek partnerships to drive sustainable solutions for apartment buildings, including supporting owner's corporations to undertake sustainability retrofits and giving residents access to renewable electricity and energy-sharing platforms - Advocate to the Victorian and Australian Governments for funding and support mechanisms that support residents on low incomes and rental households to invest in solar and sustainability retrofits through alternative financing arrangements 	-Initiatives as part of the Community Sustainability Programs project will be delivered to support apartment buildings, low income, and rental households.					

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27	<p>Environmentally sustainable design (ESD) in planning and development</p>	<ul style="list-style-type: none"> - Encourage and enforce sustainable, climate-resilient buildings by applying ESD planning policy guidelines and providing clear, accessible information to the community - Advocate to developers to achieve climate-positive buildings, properties and precincts, which are fossil fuel free, highly efficient, powered by renewables and built with lower upfront emissions - Update our Sustainable Design Strategy to highlight the minimum standards for new buildings and tenants in rented buildings - Advocate to the Fishermans Bend Taskforce and Victorian Government for planning policy regulation to support their commitment to a certified Green Star community in Fishermans Bend 	<ul style="list-style-type: none"> - Updates to the Environmentally Sustainable Design Strategy will set clear standards for the community. -Advocate for the Minister to approve the Elevating ESD Targets Planning Scheme Amendment. - Run an ESD planning control enforcement trial. 					
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28	Neighbourhood batteries	Work with partners to identify feasible locations for neighbourhood batteries and engage and empower local communities to benefit from alternate energy storage	<ul style="list-style-type: none"> - Feasibility study of neighbourhood battery opportunities across City of Port Phillip (CoPP) including both technical analysis as well as community engagement to identify 3 potential sites. - Business case being developed for 1 of the 3 sites. -Identify Councils role in supporting delivery of potential community batteries. - Support delivery of neighbourhood batteries where feasible. 					
29	Library sustainability Initiative	Build and maintain library sustainability programs, which provides community with books, interactive displays, lending of sustainability and gardening tools and devices and a seed library	-Build and deliver library sustainability programs.					
30	Electric vehicle uptake	Accelerate support for the uptake of electric vehicles in the community by investigation, trialling and facilitating the installation of public charging stations, private charging infrastructure and removing barriers to charging infrastructure in new developments and existing buildings.	<ul style="list-style-type: none"> - Complete kerbside EV charging pilot and develop recommendations. - Facilitate installation of public chargers through partnerships e.g., pole mounted EV chargers. - Develop a policy that will assist in future decision making for Council in relation to EV charging infrastructure. 					

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31	Sustainable transport initiatives	Implement initiatives in Move, Connect, Live: Integrated Transport Strategy 2018-28 to support sustainable transport, including walking, cycling, public transport, car-share, and new alternative forms of transportation.	Implement Move, Connect Live: Integrated Transport Strategy 2018-28.					
A city that is adapting and resilient to climate change								
32	Community climate resilience	<ul style="list-style-type: none"> - Assess opportunities to support community resilience to climate change impacts - Establish partnerships to improve opportunities for community resilience and adaptation - Build on current work to develop and collate data to understand climate impacts on the community - Support the community to lead, build and implement action plans to respond to flooding, heatwaves, and other climate impacts 	<ul style="list-style-type: none"> - Provide support as needed/requested on ad-hoc basis. - Deliver community climate resilience plans over 2 years, collaborating with the community to develop these plans. - Partner with SECCCA and other organisations as the opportunities arise to deliver community climate resilience resources for community. 					

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33	Cool spaces strategy	Develop a cool spaces strategy with community health and emergency services providers that will identify and create safe locations for the community to access during times of extreme heat	-Develop and deliver Cool Spaces Strategy to support the community during heat waves.					
34	Community flood awareness campaign	Undertake a targeted campaign based on up-to-date flood modelling to ensure residents know of existing and future flood risks and understand the implications for insurance and measures to reduce impacts	- Flood Awareness and Preparedness Communications campaign delivered each Spring with updated communication elements.					
35	Fishermans Bend as an innovation precinct	Leverage investment and designate Fishermans Bend as an innovation precinct for Council to design, deliver, monitor and scale-up successful localised adaptation measures	<ul style="list-style-type: none"> - Work with developers to deliver on sustainability requirements within planning scheme and integrate innovative adaption and sustainability measures into design. - Work with the State Government, relevant authorities, and stakeholders to explore future sustainability opportunities. 					

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36	Climate change risks to Council	<ul style="list-style-type: none"> - Undertake a climate change risk assessment that quantifies climate hazards, exposures and vulnerabilities across Council assets, services, community, and ecosystems. - Establish monitoring and reporting protocol to keep community informed of Council’s response to climate risks - Deliver climate change risk training to Officers 	<ul style="list-style-type: none"> - Complete a risk assessment to identify risks. - Undertake process to identify appropriate risk responses. - Implement monitoring and reporting program. - Undertake review of key organisational policies. - Undertake governance structure review. - Deliver on the actions in the climate change adaptation framework audit. - Plan, write and deliver internal learning program for climate risk awareness 					
37	Coastal Planning	<ul style="list-style-type: none"> - Assess recommendations from the Victorian Government’s Coastal Hazard Vulnerability Assessment - Develop a Coastal Adaptation Plan to build the municipality’s resilience against sea level rise and inundation 	<ul style="list-style-type: none"> - Review Port Phillip Bay Coastal Hazard data and work across strategic planning team to identify how the data can best be integrated into the planning process. 					
38	Stormwater infrastructure	<p>Continue maintenance of stormwater assets to ensure they operate effectively.</p>	<ul style="list-style-type: none"> - Deliver Council’s drainage program (Council program is based on a 10-year asset management plan, updated annually) 					
39	Flooding and sea level rise	<p>Explore partnerships to deliver infrastructure and design approaches to protect against flooding and sea level rise</p>	<ul style="list-style-type: none"> - Project scope to be defined 					

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40	Emergency management planning	Update the Storm and Flood Preparedness Emergency Management Plan and Heatwave Sub Plan to improve our emergency response.	<ul style="list-style-type: none"> - Storm and Flood Preparedness Emergency Management Plan maintained and implemented. - Heatwave Sub-Plan to be developed. - Embed in Council operations. 					
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8.0 Glossary

Alternative water source – water sourced from rainwater, stormwater, desalination, groundwater, and recycled water.

Asset management plans – a means of documenting the key elements involved in managing the Council’s extensive asset base. City of Port Phillip’s assets are categorised across five separate asset portfolios, each of which has an individual asset management plan.

Blue-green infrastructure – A term used to describe the combination of utilising vegetation (green) in the management of water (blue). This term could refer to natural features (e.g., lakes, creeks) or be constructed infrastructure that mimics natural processes (e.g., raingarden).

Council Indicator - Council Indicators set out the performance measures we will use to track Council’s operational progress, some include an associated target.

City Indicator - City indicators are indicators of the municipalities' progress against our aspirations, progress against these indicators is dependent on a range of factors external to Council, including actions from other levels of Government.

Energy storage – batteries capturing energy for later use.

Environmental upgrade agreements – a form of finance designed to fund building efficiency upgrades, also known as building upgrade finance.

Environmentally sustainable design – Building design that seeks to reduce negative impacts on the environment and the health and comfort of occupants, thereby improving building performance.

FOGO – Food organics and garden organics – food waste and garden waste that can now be collected through Council’s kerbside service and recycled into compost.

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Green lease – a lease between the landlord and tenant which aims to ensure that the ongoing use and operation of the building minimises environmental impacts.

Emissions scenarios – emission scenarios for greenhouse gases serve as the basis for working out the possible climate conditions of the future. A high emissions scenario is when there is little to no reduction in greenhouse gases, while a low emissions scenario is when there is a significant effort to reduce greenhouse gases.

Initiative - Initiatives provide further detail on Strategy actions, such as what Council will provide, facilitate and advocate for and who our partners will be.

IPCC – Intergovernmental Panel on Climate Change – founded in 1988, the IPCC is an intergovernmental body of the United Nations that assesses scientific knowledge about climate change.

Lag indicator – an indicator that involves a significant delay between when an action is taken and when a difference is measurable.

Net zero greenhouse gas emissions – net zero emissions involve balancing the carbon emitted into the atmosphere and the carbon removed from it or avoided.

Permeability – the ability of a material like concrete, asphalt, or soil to allow water or other liquids to pass through it. For example, a garden bed is more permeable than a road.

Raingardens – specially designed garden beds that filter stormwater runoff from surrounding areas.

Smart rainwater tanks – tanks connected via a network that enables data monitoring and pump-control commands to be issued to individual tanks. For example, they can be controlled to empty before storms and then used to reduce runoff during heavy rain.

Stormwater detention – temporary storage and controlled discharge of stormwater runoff, which reduces the peak stormwater flow from a site.

Sustainable transport – transport that has low or zero emissions, including active transport options such as walking and cycling, using public transport and car share services, or driving an electric vehicle.

Total suspended solids – suspended particles that are not dissolved in a water sample. It is a parameter used to assess water quality.

Water sensitive urban design – a land planning and engineering design approach that integrates the urban water cycle – including stormwater, groundwater, and wastewater management and water supply – into urban design to minimise environmental degradation and improve aesthetic and recreational appeal.

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9.0 Appendix

9.1 City of Port Phillip Climate Emergency Steering Committee Terms of Reference (Internal)

Purpose

The purpose of the Climate Emergency Steering Committee is to guide and oversee the organisation's actions to mitigate and adapt to climate change and transform water management and provide governance and accountability to Council's sustainability outcomes.

The Steering Committee will oversee the delivery of:

- The Act and Adapt, Sustainable Environment Strategy
- The Climate Emergency Action Plan
- Implementation of actions to respond to Council's Climate Change Adaptation Audit 2023.

The Committee has no project control group functions, all project governance will occur through other established project control groups.

The Committee will provide senior leadership and ownership of the organisation's response to the climate emergency and provide guidance and direction on how to navigate some of the biggest organisational challenges related to the emergency.

Scope

The Steering Committee will:

- lead a whole-of-organisation response to the Climate Emergency and work to ensure the impact of the Climate Emergency is taken into account as part of organisational decision-making and planning.
- identification of key risks and opportunities and provide governance for and actively manage the Climate Change Strategic Risk.
- increase the capability of the organisation to address climate change risk and embed sustainability into organisational culture and practice.
- identify opportunities to help our organisation and community mitigate and adapt to climate change
- communicate about climate change risks, opportunities and responses to Councillors and the Leadership Network
- strategic co-ordination of relevant strategic actions, goals and projects in the Climate Emergency Action Plan, Climate Change Adaptation Audit and Act and Adapt, including:
 - providing high-level strategic direction and thought leadership
 - Identification of key risks and opportunities
 - overseeing progress towards goals and targets of Council and our community

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- delegate actions to the Climate Emergency Working Group when required

Observers will be invited to attend as part of a commitment to raising awareness across the organisation.

Member Responsibilities

Members will:

- Bring key updates, issues, and opportunities from their part of the business for discussion at meetings
- Take accountability for ensuring the Climate Emergency challenges of their department or division are represented, and actions taken back and implemented as agreed.
- support and champion the agreed Climate Emergency and sustainability initiatives and key messages within their departments and across the Leadership Network
- act in accordance with the CoPP PCG practices and behaviours with honesty, integrity and openness come to meetings prepared and if unable to attend, delegate to an appropriate representative
- provide timely responses to agreed actions.

Meetings

One meeting every two months will be held, for a duration of one hour, unless otherwise agreed.

Agendas and supporting material will be circulated a minimum of three working days prior to meetings to ensure that the members have a reasonable opportunity to read the meeting papers.

Guest speakers (internal and external) will be invited to present on relevant matters.

Decision-making

All decisions by the Steering Committee will be decided by consensus and facilitated by the Chair.

Requests for out-of-session decisions will be considered by the chair. Any out-of-session decision requires documented approval by all voting members, or delegates, and will be noted in the next Steering Committee meeting agenda.

Review

Steering Committee members will review the Terms of Reference as needed to ensure ongoing effectiveness.

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Suggestions for changes and/or revisions are welcomed and can be initiated via requesting these be placed on an upcoming Steering Committee meeting agenda as an item for discussion.

9.2 City of Port Phillip Climate Emergency Working Group Terms of Reference (Internal)

Purpose

The purpose of the Climate Emergency Working Group (CEWG) is to provide practitioner leadership to drive our response to Climate Change and to improve Water Management.

The CEWG will support the delivery of actions within the Act and Adapt, Sustainable Environment Strategy and the supporting Climate Emergency Plan and Water Sensitive City Implementation Plan, which outline Council's commitments to environmental sustainability.

Scope

The Climate Emergency Working Group will:

- support a whole of organisation, unified response, and work to ensure the Climate Emergency is considered in everything we do
- share skills and knowledge to support our collective capacity to respond to the Climate Emergency
- identify opportunities across the organisation and community which support carbon emission mitigation, climate change adaption and water sensitive city outcomes
- communicate internally and support executive leadership to communicate about climate change issues and responses to Councillors, the Leadership Network, the organisation, community members and partner organisations
- report progress on actions within the Climate Emergency and Water Sensitive City Implementation Plans to the Climate Emergency Project Control Group

Practices and Behaviours

- Members of the CEWG will act with honesty, integrity, and openness
- Members will come to meetings prepared
- If unable to attend, members will delegate to an appropriate representative
- Members will provide timely responses to agreed actions

Communication

A Microsoft Teams group will be established to allow for communication and sharing of resources outside of meetings.

Meetings will be topic focused with members invited based on topic. Not all members may be required at all meetings.

Representatives from various areas of Council and external parties (guests) may be invited to attend as circumstances require.

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One meeting per eight (8) weeks will be held, for a duration of one hour, unless otherwise agreed.

Agendas and supporting material will be circulated a minimum of two working days prior to meetings to ensure that the PGG members have a reasonable opportunity to read the meeting papers.

Review

CEWG members will review the Terms of Reference as needed to ensure ongoing effectiveness.

Suggestions for changes and/or revisions are welcomed and can be initiated via requesting these be placed on an upcoming CEWG meeting agenda as an item for discussion.