

# PROGRAM EVALUATION REPORT

*THAT'S A GOOD IDEA! CLIMATE ADAPTATION*



Prepared for Central NSW Councils

21<sup>st</sup> December 2012

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09002/Reports/Program Evaluation Report



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## CONTENTS

|  |    |
|--|----|
| EXECUTIVE SUMMARY .....  | 4  |
| BACKGROUND.....  | 6  |
| PURPOSE AND DESIGN OF THE EVALUATION.....  | 12 |
| LIMITATIONS OF THE EVALUATION.....   | 14 |
| EVALUATION SUMMARIES FOR OUTPUT AREAS .....  | 17 |
| OUTPUT 1: REGIONALLY SPECIFIC UNDERSTANDING AND COMMUNICATION OF CLIMATE CHANGE AND ADAPTATION ..... | 18 |
| OUTPUT 2: TACKLING CLIMATE CHANGE THROUGH RISK MANAGEMENT .....                                      | 29 |
| OUTPUT 3: BUSINESS CLIMATE ACTION PACKS AND FORUMS.....  | 36 |
| OUTPUT 4: LIBRARY ADAPTATION / TREE EXCHANGE .....   | 44 |
| OUTPUT 5: CARBON EXPOS .....   | 49 |
| OUTPUT 6: ENERGY RESILIENCE.....   | 58 |
| COLLABORATIONS AND NETWORKS UTILISED.....  | 64 |
| FINAL REFLECTIONS THROUGH PROGRAM WRAP-UP DATA.....  | 69 |
| METHODOLOGY FOR COLLECTING PROGRAM "WRAP-UP" DATA.....   | 70 |
| FINDINGS OF FINAL EVALUATION SURVEYS AND INTERVIEWS .....  | 72 |
| CONCLUSION.....  | 90 |
| APPENDIX A: FINAL WRAP UP SURVEY.....  | 95 |
| APPENDIX B: INTERVIEW GUIDELINES FOR PROGRAM WRAP UP .....   | 98 |

### EXECUTIVE SUMMARY

The Central NSW Council's (Centroc) That's a Good Idea! (TAGI) Climate Adaptation program was funded through a grant provided by the NSW Environmental Trust's Urban Sustainability Program.

The program commenced in 2009, with the vision being:

*"To drive positive climate adaptation and environmental change initiatives in Central NSW Councils and communities by developing a culture of leadership regarding climate change mitigation and adaptation as part of our broader sustainability strategy."*

The TAGI Climate Adaptation program was an innovative and ambitious program. It aimed to make in-roads along six clear dimensions which were implemented through six output areas:

- Communication – Regionally specific understanding and communication of climate change and adaptation
- Local Government risk management – Tackling Climate change through risk management
- Business adaptation – Business Climate Action packs and forums
- Community adaptation – Using libraries as an Adaptation point for adaptive behaviours with Council sponsored carbon mitigation tree plantings
- Demonstration – Partnering with Lachlan Catchment Management Authority (LCMA) and local/regional business chambers to deliver Carbon Expos to urban residents of the Lachlan Catchment
- Energy resilience – through distributed and renewable energy development.

A number of activities and events were delivered within each output area.

The Western Research Institute (WRI) was engaged to undertake evaluation activities over the course of the whole program and to provide a final review. A Monitoring and Evaluation Framework was developed to guide the evaluative work. The key element of the Framework was the establishment of key performance indicators (KPIs) and targets for each activity / event. From this, the appropriate data collected methods were identified and instruments developed. Data collection methods included surveys, in-depth interviews, observation and transaction data and website statistics. A final review of the program sought feedback from several key stakeholders and Centroc program management.

The results of evaluation activities undertaken throughout the course of the program indicate that the program did deliver significant achievements. The evidence for this lies in the meeting, and frequently exceeding, of the large majority of key performance indicators as well as in the delivery of substantial achievements against all anticipated outcome areas.

Some of the outstanding successes were:

- The Summits, which had a very significant influence on member councils and resulted in considerable progress in energy resilience.
- The Parkes Shire Council Community Bulk Solar procurement which has been extremely well patronised by the community and has demonstrated Council's leadership in improving the sustainability of its community.

## THAT'S A GOOD IDEA! – CLIMATE ADAPTATION

- The Weather Report publication, which provided a consistent message about climate change and was considered highly useful by recipients.
- Business adaptation through Shiny Halo Street Millthorpe, which resulted in significant energy efficiency improvements for this business community and demonstrated a successful approach for councils to employ when working with their communities.
- The Carbon Expos which achieved good feedback from members of the community, especially in the smaller communities the expos visited.

Strong features included:

- The leveraging of existing partnerships and the development of new partners, which was vital in achieving considerable outcomes within budget and resource constraints, and resulted in strengthened relationships from which to progress further work.
- The geographic coverage of the program, which through online program elements, and through the Mini Carbon Expos in particular, allowed the program to reach communities across the Centroc region.
- The trial or pilot approach employed for some elements of the program which has allowed for process to be ironed out and evaluated before planning region wide implementations.

The major challenges in implementing the program revolved around program resourcing and achieving sufficient engagement from key council staff. Other challenges arose in meeting the needs of a diverse group of councils; keeping elements of the program fresh and effective over the three years; and in demonstrating the merit of some elements of the program in the short term, when a longer establishment period may have been warranted.

Overall, the program has achieved considerable success against all anticipated outcome areas and has been very well received by stakeholders. Centroc has driven the program through its fervent commitment to the cause and through its "can-do" approach. Even in the face of resourcing challenges, momentum and commitment levels were maintained throughout. The result has been a dynamic program that has achieved genuine outcomes and has contributed greatly to the region's understanding around climate change, adaptation, sustainability and resilience.

The momentum built through the program, positions the region very well for further action in this area. Through this program Centroc has provided effective leadership regarding climate change mitigation and adaptation. Centroc can continue to play a central role in progressing action in this area by informing, educating and building capacity; lobbying for and securing funding; providing expertise; and coordinating work at a regional level.

Key recommendations for consideration are presenting in the table overleaf.

## Key Recommendations:

| Number | Background  | Recommendation  |
|--------|---|---|
| 1      | The Summit format has proved very effective in engaging Centroc's member councils, at a strategic level, on targeted issues of concern to the region. It has guided change and inspired action across the region. The forum is well regarded by Centroc member councils and was identified as a major influence in improving understanding around climate change and sustainability issues.   | <p><b>Continue to coordinate the Centroc Summit</b></p> <p>Centroc to continue to convene Summits and to consider the following enhancements to the format:</p> <ul style="list-style-type: none"> <li>▪ affording more time for discussion and questions; and</li> <li>▪ allowing for more effective action planning sessions.</li> </ul>  |
| 2      | This program has delivered a range of highly informative publications, toolkits and collateral to help inform the community about the rapidly changing environment around climate change and sustainability. Keeping this material current will be important.   | <p><b>Maintain the currency of publications and toolkits developed</b></p> <p>The following publications and toolkits should be maintained:</p> <ul style="list-style-type: none"> <li>▪ The Weather Report publication</li> <li>▪ The Carbon Forest Advice</li> <li>▪ Business Fact sheets</li> <li>▪ Distributed Energy Planning Financial Analysis Toolkit</li> <li>▪ The Solar Panel Procure Toolkit</li> </ul> |
| 3      | This program identified areas that are not quite implementation ready but should be considered for future programming.  | <p><b>Maintain a watching brief</b></p> <p>Centroc should maintain a watching brief on developments related to:</p> <ul style="list-style-type: none"> <li>▪ Electric Vehicles and the development of a recharge network in the Centroc region</li> <li>▪ Opportunities for councils to participate in Enterprise Risk Management around climate change.</li> </ul>   |
| 4      | Recent communications research undertaken by Centroc has resulted in the development of a new website and brand: Square Deal. This has become the cornerstone of communication with the Centroc community. The Shiny Halo Blog site which was the key mechanism for communicating with the community about climate change and sustainability issues throughout the TAGI Climate Adaptation program has recently been migrated to this site. Evaluation of the Shiny Halo Blog site identified that it needed continual and supported promotion through appropriate resourcing, and use in conjunction with other programming, to optimise its use and impact. | <p><b>Resource the Square Deal website as a mechanism for regional communication</b></p> <p>Centroc to resource the Square Deal site to pull together all the initiatives related to sustainability and energy efficiency (under the one banner).</p>   |

| Number | Background  | Recommendation   |
|--------|---|--|
| 5      | The Carbon Expos delivered information and awareness raising to a broad regional audience. Furthermore, being managed regionally by Centroc and Lachlan Catchment Management Authority (as the major sponsors), the expos delivered a consistent message across the region. The need for more targeted and specific information for certain sectors was identified as a gap to be addressed.  | <p><b>Follow up on the success of the Carbon Expos</b></p> <p>Centroc should scope the feasibility for more targeted sessions to representatives of those sectors impacted significantly by climate change and energy price and availability.</p>                      |
| 6      | Feedback from Centroc member councils and other key stakeholders (for example CMA people) indicate that Centroc's role in coordinating work at the regional level and ability to partner effectively with stakeholders to deliver considerable outcomes is highly valued. Many comments provided place Centroc at the centre of a more strategic and integrated regional approach.  | <p><b>Regional coordination</b></p> <p>Centroc to consider leveraging relationships with other peak regional organisations to deliver future outcomes in sustainability.</p>   |
| 7      | Comments received throughout the course of the evaluation often pointed to the need to secure ongoing commitment and accountability to project outcomes through enhanced support and advocacy from council management. Support for change management and capacity building were also identified during the gathering of final feedback on the program.  | <p><b>Training and expertise</b></p> <p>Centroc should coordinate regional leadership training and provide centralised expertise in targeted areas such as sustainability, change management and energy management.</p>  |
| 8      | Centroc's collaboration with Central NSW Tourism to develop tourism collateral around the 100 Mile Food Trails and 100,000 Hands Campaign generated significant interest at the Summit 2012. The next steps to progress this campaign are underway including the Centroc Board approval (22 <sup>nd</sup> November) to apply for grant funding through the Tourism Industry Regional Development Fund (TIRF). This work has the potential to aid the further development of localised food production, to produce multiplier effects for the economy from tourism and to improve the resilience of the Centroc communities. | <p><b>Progress Tourism work</b></p> <p>Should the TIRF application be unsuccessful, Centroc should review the suggested programming for funding from other sources.</p>  |
| 9      | Investment in energy efficiencies is often prohibitive for small to medium enterprises as they are time poor, and therefore, they have a high level of interest in information about the assistance available to them in funding sustainability projects for their operations, and in the demonstration of tangible benefits.   | <p><b>Progress work with small to medium enterprises (SMEs)</b></p> <p>Centroc to consider partnering with other peak organisations to provide programming to support SMEs in energy efficiency where case studies and local champion models should be considered.</p> |

| Number | Background  | Recommendation  |
|--------|---|---|
| 10     | The Distributed Energy Planning (DEP) work identified for many of the pilot councils that the key to progressing implementations will be finding the budget to fund the energy audits required as a first step to getting "grant ready". The work also produced a regional framework for renewable energy and energy efficiency planning. The use of this tool in producing options for sites across all Centroc councils will be the starting point for other Centroc member councils to become "grant ready" for further works. | <b>Progress Energy work</b><br>Centroc should play a role in supporting councils both regionally and on an individual basis in applying for grant funding. Centroc has already secured funds through the Community Energy Efficiency Program (CEEP) which aims to deliver a range of energy efficiency measures in council and community owned buildings, facilities and sites. |
| 11     | The DEP work highlighted considerable variation across member councils in terms of resourcing and capacity around energy consumption monitoring, with many smaller councils having limited resources available for such functions.  | Centroc to consider providing centralised expertise in energy management for member councils.   |
| 12     | At the 2012 Summit, the nexus between water utilities and energy was identified as the highest priority for future programming.   | Centroc to pursue grant funding through the second round of CEEP to progress work on this nexus.  |
| 13     | The Parkes Shire Council Community Bulk Solar procurement was an extremely successful trial of a council brokered procurement, with initial teething problems overcome and process improvements identified. Centroc is now in a position to replicate the process for other regions, using the Parkes Shire procurement as a demonstration of what can be achieved.   | Centroc to undertake a regional solar panel procurement project.  |

Program coverage in terms of the elements of the program available to individual councils is documented in the table overleaf.



|                          | <i>Options Paper</i> | <i>Summits</i> | <i>Community Food Security / Tourism</i> | <i>Risk Management workshops</i> | <i>Cross Silo climate change committees</i> | <i>Business forums</i> | <i>Shiny Halo Street</i> | <i>Business fact sheets</i> | <i>Tree Exchange – Shiny Halo blog</i> | <i>Tree Exchange – community tree planting days</i> | <i>Carbon Expos + Major expos</i> | <i>DEP Pilot</i> | <i>DEP Regional Framework</i> | <i>Parkes Community Solar Bulk Procure</i> | <i>Solar Procure Toolkit</i> |
|--------------------------|----------------------|----------------|--|----------------------------------|---|------------------------|--------------------------|-----------------------------|--|---|-----------------------------------|------------------|-------------------------------|--|------------------------------|
| Bathurst                 | ✓                    | ✓              | ✓  | ✓                                |   | ✓                      |                          | ✓                           | ✓                                      | ✓   |                                   | ✓                | ✓                             |  | ✓                            |
| Blayney                  | ✓                    | ✓              | ✓  | ✓                                |   |                        |                          | ✓                           | ✓                                      | ✓   | ✓                                 |                  | ✓                             |  | ✓                            |
| Boorowa                  | ✓                    | ✓              |  | ✓                                |   |                        |                          | ✓                           | ✓                                      |   | ✓                                 |                  | ✓                             |  | ✓                            |
| Cabonne                  | ✓                    | ✓              | ✓  | ✓                                |   |                        | ✓                        | ✓                           | ✓                                      |   |                                   |                  | ✓                             |  | ✓                            |
| Cowra                    | ✓                    | ✓              | ✓  | ✓                                | ✓   | ✓                      |                          | ✓                           | ✓                                      | ✓   | ✓                                 | ✓                | ✓                             |  | ✓                            |
| Forbes                   | ✓                    | ✓              | ✓  | ✓                                |   |                        |                          | ✓                           | ✓                                      |   | ✓                                 | ✓                | ✓                             |  | ✓                            |
| Harden                   | ✓                    | ✓              |  | ✓                                |   |                        |                          | ✓                           | ✓                                      |   |                                   |                  | ✓                             |  | ✓                            |
| Lachlan                  | ✓                    | ✓              | ✓  | ✓                                |   |                        |                          | ✓                           | ✓                                      |   | ✓                                 |                  | ✓                             |  | ✓                            |
| Lithgow                  | ✓                    | ✓              |  | ✓                                |   |                        |                          | ✓                           | ✓                                      |   |                                   |                  | ✓                             |  | ✓                            |
| Oberon                   | ✓                    | ✓              |  | ✓                                |   | ✓                      |                          | ✓                           | ✓                                      |   |                                   |                  | ✓                             |  | ✓                            |
| Orange                   | ✓                    | ✓              | ✓  | ✓                                |   | ✓                      |                          | ✓                           | ✓                                      |   |                                   | ✓                | ✓                             |  | ✓                            |
| Parkes                   | ✓                    | ✓              | ✓  | ✓                                | ✓   |                        |                          | ✓                           | ✓                                      | ✓   | ✓                                 |                  | ✓                             | ✓  | ✓                            |
| Upper Lachlan            | ✓                    | ✓              |  | ✓                                |   |                        |                          | ✓                           | ✓                                      |   | ✓                                 |                  | ✓                             |  | ✓                            |
| Weddin                   | ✓                    | ✓              |  | ✓                                |   |                        |                          | ✓                           | ✓                                      |   | ✓                                 |                  | ✓                             |  | ✓                            |
| Wellington               | ✓                    | ✓              | ✓  | ✓                                |   |                        |                          | ✓                           | ✓                                      |   |                                   | ✓                | ✓                             |  | ✓                            |
| Young                    | ✓                    | ✓              |  | ✓                                |   | ✓                      |                          | ✓                           | ✓                                      |   | ✓                                 | ✓                | ✓                             |  | ✓                            |
| Central Tablelands Water | ✓                    | ✓              |  | ✓                                |   |                        |                          | ✓                           | ✓                                      |   |                                   |                  | ✓                             |  | ✓                            |

## BACKGROUND

### Program structure

The Central NSW Council's (Centroc) That's a Good Idea! (TAGI) Climate Adaptation program was funded through a grant provided by the NSW Environmental Trust's Urban Sustainability Program.

The vision for the program was:

**"To drive positive climate adaptation and environmental change initiatives in Central NSW Councils and communities by developing a culture of leadership regarding climate change mitigation and adaptation as part of our broader sustainability strategy."**

Centroc's broader vision for sustainability for the region was set through the That's a Good Idea! Project, the precursor to the current program. That vision is:

**"To become the most sustainable region in Australia."**

The business plan for the TAGI Climate Adaptation program identified the following objectives:

| Number | Program Objectives  |
|--------|---|
| P1     | Further build capacity of That's a Good Idea! (TAGI) project team & CENTROC councils regarding Climate Change adaptation  |
| P2     | Build management of Climate Change into enterprise risk for 2 of our member Councils  |
| P3     | Develop & utilise existing information pathways/networks & media to grow capacity in climate change adaptation in targeted business/ community & governance sectors   |
| P4     | Implement and support successful integrated Climate Change/sustainability programming across the LGAs with our partners and communities particularly in the areas of climate adaptation                                   |
| P5     | Nurture & build on existing partnerships and relationships with Councils, LGSA, Netwaste, CSU & CMAs while developing partnerships with State Agencies such as DII, DECCW, RDA Central West, CWBC & their members/markets |
| P6     | Improve the recognition and understanding of our members, partners and communities of the local and regional impacts of climate change and what adaptation options are available.   |
| P7     | Develop working relationships with Statewide, Country Energy & a business precinct, with a view to implementing successful strategies for climate change adaptation   |

Outputs to support these objectives were defined and grouped according to the themes below:

| Number           | Program Outputs  |
|------------------|--|
| PO1              | Regionally specific understanding and communication of climate change and adaptation   |
| P02              | Tackling Climate change through risk management  |
| P03              | Business Climate Action packs and forums   |
| P04              | Library Adaptation – Using libraries as an Adaptation point for adaptive behaviours with Council sponsored carbon mitigation tree plantings                            |
| P05              | Partnering with Lachlan Catchment Management Authority (LCMA) and local/regional business chambers to deliver Carbon Expos to urban residents of the Lachlan Catchment |
| P06 <sup>1</sup> | Energy resilience through distributed and renewable energy development   |

<sup>1</sup> In December 2011, Centroc sought an extension to this program, to deliver further programming in the area of energy resilience, specifically through distributed and renewable energy development; and community food

## THAT'S A GOOD IDEA! – CLIMATE ADAPTATION

These output areas formed the basis of all program activities undertaken.

Flowing from these objectives and outputs, the following program outcomes were anticipated:

| Number | Program Outcomes  |
|--------|---|
| O1     | Increased recognition of local impacts of climate change across councils and their communities  |
| O2     | Improved access to regionally specific climate change information   |
| O3     | Risk regarding climate change is better understood and managed by councils  |
| O4     | Community has a positive feel good attitude about potentially changing their behaviour (both at home and with regards to purchasing) with regards to climate change |

The schematic below shows the relationships between project outputs, objectives and anticipated outcomes, as defined in the Monitoring and Evaluation framework developed for this program, discussed in the next section.

| Program Output   | Program Objective   | Program Outcome |
|--|---------------------|-----------------|
| P01– Regionally specific understanding and communication of climate change and adaptation  | P1, P2, P3,P4,P5,P6 | O1,O2,O3,O4     |
| P02 – Tackling Climate change through risk management  | P1,P2,P3,P4,P5      | O1,O2,O3        |
| P03 – Business Climate Action packs and forums   | P1,P3,P4,P5,P7      | O1,O2,O3,O4     |
| P04 – Library Adaptation – Using libraries as an Adaptation point for adaptive behaviours with Council sponsored carbon mitigation tree plantings                            | P1,P3,P4,P5,P6      | O1,O2,O3,O4     |
| P05 – Partnering with Lachlan Catchment Management Authority (LCMA) and local/regional business chambers to deliver Carbon Expos to urban residents of the Lachlan Catchment | P1,P3,P4,P5,P7      | O1,O2,O4        |
| P06 – Energy resilience through distributed and renewable energy development   | P1, P3, P4, P5, P6  | O1,O2,O3,O4     |

security and to have this work communicated to the region via a Summit in 2012. The extension was granted with the energy resilience component forming a new output area (Output 6) and the community food security component and Summit augmenting program delivery within Output 1: Regionally specific understanding and communication of climate change and adaptation.

### PURPOSE AND DESIGN OF THE EVALUATION

The evaluation of the TAGI Climate Adaptation program provides an overview of the processes implemented and outcomes achieved through the delivery of program activities and events. The evaluation seeks to identify the successes and the success factors of the program, alongside areas for potential improvement. Furthermore, the evaluation seeks to identify ways to build on the successes of the program and maintain the region's momentum towards greater sustainability.

#### Evaluation over the course of the program

The Western Research Institute (WRI) was engaged to undertake evaluation activities over the course of the whole program. This evaluation has drawn on data collected for each sub-project of each Output area. The evaluative data required to assess program success was defined in a Monitoring and Evaluation framework (discussed below) and was collected via a variety of methods including:

- Brief participant / attendee surveys
- Brief stakeholder surveys
- In-depth participant interviews
- Observational and transactional data provided by activity / event coordinators
- Observational and transactional data provided by Centroc staff and management
- Website statistics
- Data provided by collaborators to activities including Energy Audit data, community garden database, tourism workshop numbers etc

#### Monitoring and Evaluation Framework

WRI developed a Monitoring and Evaluation (M&E) Framework to enable the capture and assessment of success in the TAGI Climate Adaptation project. The framework:

- placed the program objectives and outcomes in the context of the NSW Environmental Trust Urban Sustainability Program Objectives;
- linked sub-projects (activities) defined for each Output area to the program objectives and outcomes; and
- defined key performance indicators (KPIs), and associated targets, for each sub-project (activity) using SMART goal setting principles, such that KPIs were:
  - S = Specific;
  - M = Measurable;
  - A = Achievable;
  - R = Realistic; and
  - T = Timely.

In formulating KPIs, the key issues to be assessed were:

- how awareness of climate change issues, particularly at the regional level, have altered during the project;

- level of engagement between stakeholders in the project;
- utilisation of networks and information pathways during the project; and
- projects where integration climate change/sustainability programming has occurred.

The M&E framework was established at the outset of the program, with sub-projects and KPIs defined for each Output area. Throughout the course of the program, the implementation details for each sub-project have evolved and with that, the associated KPIs. These details have not been kept up to date within the M&E framework document, rather they have been updated in the database built to support the program evaluation.

### Final program evaluation

The final program evaluation draws on data collected throughout the course of the program as well as feedback received through a series of program "wrap-up" interviews conducted with key stakeholders and a program "wrap-up" survey conducted at the Centroc Summit held in November 2012.

A review of other environmentally focused programs in operation in the region was not explicitly undertaken, though where such programs have been noted as having had an influence, this has been reported.

The following sections of the report provide information on:

- The limitations of the evaluation
- An evaluation summary for each Output area including for each:
  - High level achievements
  - Achievements against key performance indicators
  - Assessments and considerations for future programming
  - Detailed achievements against anticipated outcomes
- Collaborations and networks utilised
- Final reflections on the program through program "wrap-up" data
  - The methodology for collecting program "wrap-up" data
  - Program wrap-up surveys
  - Council stakeholder interviews
  - Catchment Management Authority stakeholder interviews
  - Interviews with Centroc program management
- Recommendations

### LIMITATIONS OF THE EVALUATION

The TAGI Climate Adaptation program encompassed a diverse range of activities and events, the design of which evolved over the lifetime of the program. Furthermore, extensions to the program were approved in early 2012.

Within this context, the evaluation process attempted to:

- establish meaningful KPIs and targets;
- determine the most appropriate sources of evaluative data, attempting to gather perspectives from participants, coordinators and key stakeholders where possible; and
- collect data at appropriate junctures, sometimes just after an event / activity, and sometimes allowing for a period of reflection before collecting data.

The evaluation should be considered in the context of the following limitations.

#### KPIs and targets

KPIs were developed for each activity / event. An extremely large number of KPIs were developed across the whole program. Finding the balance between capturing enough detail upon which to build a picture of the outcomes of a program and capturing too much detail was difficult. Additionally, some of the KPIs became less meaningful as they attempted to capture data related to anticipated rather than realised achievements.

Targets for KPIs were set based on the experiences of Centroc program management in delivering similar programs. Those related to awareness raising and actions, were often difficult to set due to the new and innovative nature of many elements of this program. Therefore, many of the targets differed considerably from the results, but these results should provide Centroc with a solid base of data from which to develop future targets.

#### Consistency of data collection

Given the large number of activities and events delivered by the program, the time and effort that could be applied to each had to be managed carefully. The extent of data collected for each activity / event has not been consistent, having depended on data accessibility and an assessment of where best to focus efforts within budget constraints.

- For publications and online resources produced, the collection of distribution statistics and website read or visit statistics were typically the only easily accessible sources of evaluative data. Distribution statistics have been, for the most part, provided by Centroc staff. Website statistics were collected by WRI, directly from the blog site administration site.
- In many instances basic participant surveys were the main source of evaluative data. Many of these surveys were collected by the Centroc program coordinator during the activity or event, whilst some were collected by WRI staff attending activities and events. The resulting samples varied depending on ease of access to participants and the ability to focus on the survey collection activity, for instance, when the Centroc program coordinator needed to run an event and collect surveys, the number collected was typically low. When a resource was dedicated to collecting surveys, a better response rate was likely.

- Some elements of the program warranted a greater focus than others and in these cases, further evaluative data beyond basic participant feedback was captured. This included data from in-depth interviews, and secondary data from partnering organisations (for instance energy audit data). All in-depth interviews were conducted by WRI project staff.

Because of the differences in levels and types of data collected during the course of the program, events and activities have been evaluated on their own merit, and not in comparison to others. Comparisons were only touched on briefly during the program “wrap-up” data collection activities.

### **New stakeholders**

The collection of program “wrap-up” surveys centred on the 2012 Centroc Summit. The Summit was held in November 2012 (after new councils were elected in September). This meant that there were many new councilors and mayors in attendance, and several new general managers. This fact may have had an impact on responses to the program influence questions, as program recognition amongst the new councilors may have been relatively low.

### **Other program influences**

A program evaluation should attempt to assess other influences (outside the program in question) working in the sphere of the program. This evaluation gathered data on other influences during the program “wrap-up” surveys and interviews and, throughout the course of the program, made note of any other programs mentioned by participants, coordinators and stakeholders. The evaluation did not involve a comprehensive review of other environmentally focused programs operating in the region.

### **Collection of data for the extension activities**

The timing of the distributed energy planning work (undertaken late in the program) meant that not all planned evaluative data was able to be collected as the process had not been completed. The evaluative data that was able to be collected, was done so quite close to the release of outputs from the program, therefore the feedback gathered can only be considered as an initial assessment. Some participants suggested that more time would be needed before they could comment fully on the outputs.

Similarly, tourism work was not completed at the stage of reporting, therefore, more work will be needed to adequately assess the merit of this program.







## EVALUATION SUMMARIES FOR OUTPUT AREAS

- Output 1** Regionally specific understanding and communication of climate change and adaptation
- Output 2** Tackling climate change through risk management
- Output 3** Business climate action packs and forums
- Output 4** Library adaptation – using libraries as an adaptation point for adaptive behaviours with council sponsored carbon mitigation tree plantings
- Output 5** Partnering with Lachlan Catchment Management Authority (LCMA) and local/regional business chambers to deliver carbon expos to urban residents of the Lachlan catchment
- Output 6** Energy resilience through distributed and renewable energy development

**Collaborations and networks utilised**

### OUTPUT 1: REGIONALLY SPECIFIC UNDERSTANDING AND COMMUNICATION OF CLIMATE CHANGE AND ADAPTATION

Output 1 comprised a number of sub-projects:

- A2: Options Paper for a Regional Resilience Strategy
- A3: Region Specific Climate Change Communications
- A4 and A17: Centroc Summits for Elected Representatives
- A19: Community Food Security

The overall objective of this output was to improve access to regionally specific information about the impacts of climate change thereby improving understanding of the options for adaptation and mitigation. Each sub-project is described below.

#### A2: Options Paper for a Regional Resilience Strategy

Significant work was undertaken to produce the Options Paper for a Regional Resilience Strategy. It was specifically written for the Mayors, Councillors and General Managers of the Centroc Board and, as such, was reviewed by these stakeholders as well as TAGI project team members, with a total of 28 stakeholders consulted.

##### Key Achievements:

The Paper was well received by all stakeholders consulted and was effective in providing new, useful and priority information. The concept of developing a regional resilience strategy was also well supported throughout this process.

Information from a revised Options Paper was used as the basis for an issues (collaborations) board presented at the 2010 Summit. Delegates to the Summit voted for the issues of greatest priority to them and in doing so, Centroc was provided with a clear picture of priorities for the region, and their work.

#### A3: Region Specific Climate Change Communications

The Region Specific Climate Change Communications program aimed to produce materials for councils and communities highlighting regionally specific climate change impacts and identifying positive adaptive and mitigating behaviours and actions that could be implemented. It also sought to provide a forum through which members of the community could share their own stories about changes they've made to live more sustainable lives. The program comprised the following elements:

- Program Communications Plan – developed to keep the Centroc community informed about the program and the numerous opportunities to engage with the program.
- Centroc website – enhanced to provide further content around climate change and sustainability issues for the Central NSW region via nine Environment program pages, and now acting as an electronic repository of all the information and resources developed through this program.
- Shiny Halo Blog – developed to act as a hub / repository for stories about what local people, local businesses and local councils are doing to become more sustainable and to inspire people to take action.

- Carbon Forest Advice – designed to explain to the farming and landholding community what a carbon forest is, outline the benefits of planting a carbon forest; and outline the legislation around accreditation and the rules around maintaining a carbon forest.
- The Weather Report – presenting quarterly updates on regionally specific climate change information. It has been enhanced to highlight regionally specific climate change impacts and identify positive adaptive and mitigating behaviours and actions that can be implemented.
- Electric Vehicle Report – investigating the establishment of an Electric Vehicle Recharge Network as a result of feedback from the Regional Options Paper. The business case for the EV network did not progress.

### Key Achievements:

The key successes of these projects were:

- The development of a long term communications resource – the Shiny Halo Blog, to act as a hub / repository for stories about what local people, local businesses and local councils are doing to become more sustainable.
- The development of an introductory brochure on Carbon Forests, targeting farmers and landholders in the region which has been distributed through an extensive network of relevant organisations with linkages to the target audience. The advice is also downloadable from the Shiny Halo blog site.
- Adapting the already popular Weather Report publication to include regionally specific climate change impacts and identify positive adaptive and mitigating behaviours and actions, and in doing so increasing distribution numbers by more than one third.

Whilst the business case for an EV Recharge Network in the Centroc region did not progress, the work completed gave visibility to the detailed requirements and costings for such an investment and raised awareness amongst member councils of the current level of technology in this arena. Member councils are now aware of the considerations and are keeping a watching brief over developments.

## A4 and A17: Centroc Summits, 2010 and 2012

**The Centroc Summit for 2010** was held at Mount Panorama in Bathurst on 29–30 July, 2010. The theme for this event was “Recharging the Region”. The Summit attracted a sizeable audience with good representation from Local, State and Federal Government, and in addition, a reasonable level of interest from business and community organisations.

The objectives of the Summit were to:

- provide advocacy opportunities for members with State and Federal Government;
- create local and national media opportunities to help position Central NSW as an innovative region with local government and the community leading sustainable action;
- position Central NSW as a proactive supporter of new “Green” investment and alternative energy opportunities;
- inspire and inform with best practice examples of climate adaptation and mitigation, particularly in the agricultural sector both regionally, nationally and globally; and
- explore opportunities arising from a new low carbon ‘Green’ economy.

## PROGRAM EVALUATION REPORT

### Key Achievements:

The Summit was successful in:

- increasing awareness of options to tackle climate change issues (90% of survey respondents) and encouraging respondents (80%) to take an environmental action; and
- securing direction for Centroc's future work with energy, water and transport issues overwhelmingly nominated as priority areas.

The **Centroc Summit for 2012** was held at Mount Panorama in Bathurst from November 7th to 8th 2012. The theme for this event was "Central NSW: The Space to be". The Summit attracted a smaller audience than in 2010, with the majority representation from Local Government.

The objectives of the Summit were to:

- build knowledge about energy efficiency and renewable energy options amongst member councils (a priority area coming out of the 2010 Summit);
- build knowledge about the work being undertaken in sustainable (responsible) tourism within the region (another priority area coming out of the 2010 Summit);
- engage in visioning for the region via the newly elected councils; and to
- seek guidance on future Centroc work in the above two areas.

### Key Achievements:

The Summit was successful in:

- increasing awareness of options for renewable energy and energy efficiency for all survey respondents and encouraging respondents (96%) to investigate actions to improve their management of energy, water and waste;
- securing clear direction for Centroc's future work in the area of energy resilience in the region, with exploration around the link between water utilities and energy, and regional programming around energy efficiency for councils overwhelmingly nominated as priority areas.
- increasing awareness of opportunities for responsible (sustainable) tourism in the Central NSW region for 67% of survey respondents and encouraging respondents (67%) to investigate responsible (sustainable) tourism opportunities in the region; and
- providing some guidance to Centroc with regard to the further development of responsible (sustainable) tourism.

## A19: Community Food Security

This sub-project comprised the following activities and outputs:

- Creation of a comprehensive contacts database for school and community garden groups in the Central NSW region.
- Creation of a suite of stories on the Shiny Halo Blog site about local food production and the benefits of eating locally: "Know Food".
- Creation of tourism collateral for the region including 100 Mile Food Trails and 100,000 Hands campaign and undertaking distribution and marketing of the collateral created.

### Key Achievements:

This project represents a first engagement for Centroc with the region's community garden groups and tourism groups as an integrated approach to building opportunities around responsible (sustainable) tourism.

The key successes of this project were:

- The creation of a community gardens database which has enabled Centroc to gain a better understanding of the characteristics and needs of such groups.
- The creation of six themed tourism trails that incorporate a 100 mile diet programme; linking to local producers and restaurants utilising local produce, which will ultimately help boost the local economy, including the food production economy.
- The promotion of the themed trails to tourism operators across the Central NSW tourism region and the securing of a pledge from over 70 of these operators to work actively to integrate the principles of the themes trails and 100 mile diet into their business.
- The introduction of the 100,000 hands campaign to get locals engaged in optimising the return from tourism.

Detailed achievements against top level key performance indicators identified in the Business Plan and anticipated program outcomes are included at the end of this section.

### Assessment and considerations for the future

#### Options Paper and Summits

The development of a regional resilience strategy was considered very important by Centroc member councils. Consultation around the Options Paper in the lead up to the 2010 Summit allowed Centroc to refine options for action according to feedback from their members, and then use the Paper as an instrument for determining priorities for action via the Summit Issues (collaborations) Board. In doing so, Centroc was provided with a clear picture of priorities for the region, and their work.

The 2010 Summit also successfully raised awareness of options to tackle climate change issues and encouraged respondents to take an environmental action. Much work progressed from the identification of priority options at the 2010 Summit, through Centroc and through individual councils.

In 2012, the Summit was again successful in raising awareness around targeted issues, and in encouraging investigation in those areas. Clear direction was also secured for Centroc's future work in the area of energy resilience in the region.

The Summit format has therefore proved very effective in engaging Centroc's member councils, at a strategic level, on targeted issues of concern to the region. It has been an effective forum for:

- Communicating the latest innovations and progress being made in targeted areas, including informing the community of best practice in these areas;
- Communicating about work being undertaken across the region by Centroc and other organisations in the targeted areas, including information on initial results and challenges;
- Securing informed guidance for Centroc's future work on targeted issues; and

## PROGRAM EVALUATION REPORT

- Inspiring action within individual councils.

Beyond this, the Summit is also a forum for advocacy to the State and Federal Governments, with some representation from one or both levels of government usually in attendance. Securing commitment from the Federal Government to preserve a corridor for the bells Line of Road was an outcome of the Summit held in 2010.

Recommendations made by respondents to evaluation surveys suggest that the Summit format has an opportunity to become even more effective if consideration is given to affording more time for discussion and questions, and if the format could be modified to allow for more effective action planning sessions.

### Region specific climate change information

Centroc has extended the resource base on region specific climate change information available in the public arena. The Weather Report publication continues to be well received and is considered very useful, whilst new publications such as the Carbon Forest Advice have been distributed through a network of relevant organisations with linkages to the target audience. Centroc has also provided a public forum for the exchange of ideas and stories about climate change and sustainability through the Shiny Halo Blog.

Considerations for future programming revolve around getting the most out of the resources produced through supported promotion:

- As a key mechanism for providing access to climate change information to the broader community, the Shiny Halo Blog achieved reasonable success early. The blog site also generated much public discussion, becoming a forum through which people could share ideas and educate each other; and inform others of useful events, organisations and products. However, blog activity slowed during late 2010, most likely due to the loss of a dedicated resource to manage and promote it. Going forward, to get the most out of this resource, the blog needs to be supported through continual promotion and re-promotion to new and existing audiences.
- Likewise, the Carbon Forest publication which has been distributed through a network of relevant organisations, could benefit from further promotion to ensure that the message is really getting through to the target audience.

### Community Food Security

This project represents a first engagement for Centroc with the region's community garden groups and tourism groups as an integrated approach to building opportunities around responsible (sustainable) tourism. As a result of the work undertaken, Central NSW Tourism now has a solid foundation for marketing activity into 2013. Additionally, Centroc can use the work completed as a foundation for developing a longer term strategy to support community resilience through tourism and localised food production.

Whilst the work has primarily taken place within the Central NSW Tourism region, extension into the broader Centroc region will be appropriate given interest levels recorded at the summit in 2012.

### General Communications strategy

The more consistent application of an identifying program brand is also worth considering for future programming. The diversity of the program, in terms of activities and outputs, has meant that the TAGI

## THAT'S A GOOD IDEA! – CLIMATE ADAPTATION

Climate Adaptation brand has not been applied consistently. Additionally, the Shiny Halo brand has been used for several elements of the program. Whilst target audiences for individual elements of the TAGI Climate Adaptation have responded well to the programs and events delivered, the departure from the TAGI Climate Adaptation brand may have weakened recognition of the program elements as being part of one unified and over-arching program



## PROGRAM EVALUATION REPORT

### Achievements against key performance indicators

The following tables present a summary of the achievements against top level key performance indicators for the output.

#### Achievements against KPIs

| Key Performance Indicator   | Target     | Result  |
|---|------------|---|
| <b>Consultation around Regional Resilience strategy:</b>  |            |   |
| Consultation with stakeholders to build awareness via workshop – conducted by due date  | April 2010 | April 2010  |
| Percentage of Mayors, GMs and project team (sustainability forum) members providing feedback as a percentage of those consulted | 80         | 100, 100 and 87 respectively  |
| Overall provision of new information (percentage of options providing new info to at least one participant)                     | 50         | 88  |
| Overall provision of useful information (percentage of options providing useful information to at least one participant)        | 50         | 100   |
| <b>Weather Report</b>   |            |   |
| Number of quarterly editions published (since beginning 2010)   | 6          | 11, ongoing   |
| Distribution grows by 20% over life of project  |            |   |
| Printed   | 300        | 400   |
| Emails  | 50         | 210 at peak   |
| compilation   | 300        | 600   |
| <b>Shiny Halo Blog</b>  |            |   |
| Number of bloggers who self-identify as living in Central NSW   | 50%        | 53% (71/134)  |
| Number of unique visitors per day to the blog   | 40         | 34  |
| Blog site attracts monthly media attention  | Yes        | Not reported  |
| Average number of stories created per week for the life of the project  | 1 per week | 0.8 per week  |
| <b>Summit 2010</b>  |            |   |
| Number of people purchasing tickets for the Summit and attending  | 100        | 158   |
| Number of people attending public expo  | 100        | 200   |
| Percentage of Centroc councils with representative at Summit  | 80         | 94  |
| Percentage of invited peak community groups with representative at Summit   | 50         | Not recorded  |
| Percentage of attendees participating in placing their information on the Issues Board  | 75         | 48 (85 out of 176 attendees)  |
| Number of significant commitments made by either State or Federal Govt representatives  | 1          | 1 – Federal Government commitment to preserve corridor for Bells Line |
| Percentage of Summit attendees with increased awareness of options to tackle climate change due to Summit events                | 25         | 90  |
| Percentage of Summit attendees encouraged to take an environmental action due to Summit events                                  | 25         | 80  |
| Percentage of Expo attendees with increased awareness of options to tackle climate change due to Expo exhibits                  | 25         | 92  |



## THAT'S A GOOD IDEA! – CLIMATE ADAPTATION

| Key Performance Indicator   | Target             | Result   |
|---|--------------------|--|
| Percentage of Expo attendees encouraged to take an environmental action due to Expo exhibits                                  | 25                 | 82   |
| Number of options from the Regional Resilience Strategy adopted over the life of the project.                                 | 2                  |  |
| <b>Summit 2012</b>  |                    |  |
| Number of people purchasing tickets for the Wednesday morning session and attending   | 80                 | 58   |
| Number of people purchasing tickets for the Wednesday afternoon session and attending   | 80                 | 62   |
| Percentage of Centroc councils with representative at Summit  | 100                | 94% (16/17)  |
| Percentage of attendees participating in placing their information on the Issues Board  | 50                 | 335 stickers in total <sup>2</sup>                   |
| Percentage of respondents encouraged to investigate actions to improve their management of energy due to Summit events        | 50                 | 92%  |
| Percentage of respondents encouraged to investigate sustainable (responsible) tourism opportunities due to Summit events      | 50                 | 67%  |
| Percentage of respondents with increased awareness of options for renewable energy and energy efficiency due to Summit events | 50                 | 100%   |
| Percentage of respondents with increased awareness of options for sustainable tourism in the region due to Summit events      | 50                 | 67%  |
| <b>Community Food Security</b>  |                    |  |
| Number of community and school gardens included in database   | 50% of all invited | 100%   |
| 100 Mile Food Trails produced   | Yes                | Yes  |
| Evidence of collaboration with local tourist offices in producing the 100 Mile Food Trails                                    | Yes                | Yes  |
| Number of member councils made aware of the food trails and the benefits of eating locally                                    | 16                 | 14 <sup>3</sup>                                      |
| Number of Centroc member tourist offices actively promoting the food trails   | 80% of all         | All Central NSW Tourism tourist offices <sup>4</sup> |

<sup>2</sup> Not measured as individual stickers did not identify the organisation (as was done for the previous Summit in 2010). In total, 335 votes were made.

<sup>3</sup> this is the number of member councils who had representatives attending the tourism session and / or dinner at the Summit

<sup>4</sup> includes the shires of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Parkes, Orange and Wellington from the Centroc region

## PROGRAM EVALUATION REPORT

### Achievements against anticipated outcomes

The Climate Adaptation Program Business Plan identified four whole of program outcomes, all of which relate to these sub-projects.

|    |  |   |
|----|--|---|
| 01 | Increased recognition of local impacts of climate change across councils, their partners and communities.                | ✓ |
| 02 | Improved access to regionally specific climate change information.   | ✓ |
| 03 | Risk regarding climate change is better understood and managed by Councils.  | ✓ |
| 04 | Community has a positive "feel good" attitude about potentially changing their behaviour with regards to climate change. | ✓ |

The following tables present a summary of the achievements against each outcome area.

#### Detailed Achievements:

##### Achievements against 01: Increased recognition of local impacts of climate change across councils, their partners and communities

- Options Paper considered important by all stakeholders consulted (28 in total):
  - All options ranked as "high priority" by at least one participant.
  - Average importance of developing a regional resilience strategy rated 8.3/10 (target 7.5).
- The 2010 Centroc Summit achieved:
  - good representation from Local, State and Federal Government;
  - 94% of Centroc councils with a representative at the Summit (target 80%);
  - a reasonable level of interest from business and community organisations; and
  - Federal Government commitment to preserving a corridor for the Bells Line of Road.
- Respondents to the 2010 Summit and Public Expo surveys were concerned about climate change with the overall importance of climate change rated as 4.0/5 and 4.6/5 respectively.
- The 2012 Centroc Summit achieved a good level of representation from local government.
- Respondents to the 2012 Summit were more concerned about sustainability issues (rating this 4.0/5) than climate change (3.1/5) – likely to reflect the shift in discourse away from climate change to sustainability, but still indicating a healthy concern for the interrelated issues.

## THAT'S A GOOD IDEA! – CLIMATE ADAPTATION

### Achievements against O2: Improved access to regionally specific climate change information

- The Options Paper was well received by all stakeholders consulted (28 in total) and was effective in providing new, useful and priority information:
  - Percentage of options providing new information to at least one participant: 88% (target 50%).
  - Percentage of options providing useful information to at least one participant: 100% (target 50%).
- Options Paper was the basis for an issues (collaborations) board used to collate Centroc member priorities at the 2010 Summit.
- Centroc website provides content around climate change and sustainability issues for the Central NSW region via nine Environment program pages.
- The Shiny Halo Blog acts as a hub/repository for stories about what local people, local businesses and local councils are doing to become more sustainable:
  - The number of unique visitors per day to the blog was 34 (target 40).
  - 71 of 134 bloggers (53%) self-identified as living in Central West NSW (target 50%).
- Over 300 hard copies of the Carbon Forest Advice brochure have been distributed to councils, ROCs and CMAs. The Advice is also downloadable from the Shiny Halo blog site.
- Weather Report publication adapted to include regionally specific climate change impacts and identify positive adaptive and mitigating behaviours and actions. Distribution:
  - 400 printed per quarter (target 300),
  - 210 emails per quarter at peak (target 50)
  - 600 compilation reports in total (target 300).

The Weather Report was considered a useful source of information by respondents to a survey, and 55% of respondents had distributed it to others.
- Electric Vehicle report was produced and whilst the business case for an EV Recharge Network in the Centroc region did not progress, the work completed gave visibility to the detailed requirements and costings for such an investment and raised awareness amongst member councils of the current level of technology in this arena.
- 2010 Summit audience – 176 delegates (158 purchased tickets). The Summit was successful in:
  - providing new and useful information, with eight out of eleven presentations rating at least 3/5 in terms of usefulness.
  - increasing awareness of options to tackle climate change issues (90% of survey respondents).
- 2010 Summit Public Expo – 200 attendees:
  - The Public Expo provided useful exhibits to attendees, with 92% of attendees noting they had an increased awareness of options to tackle climate change due to Expo exhibits (target of 20%).
- 2012 Summit audience – 87 delegates (76 purchased tickets). The Summit was successful in:
  - providing useful information, with seven out of eight presentations rating at least 3/5 in terms of usefulness.
  - increasing awareness of options for renewable energy and energy efficiency for all survey respondents.
  - Increasing awareness of opportunities for responsible (sustainable) tourism in the Central NSW region for 67% of survey respondents.
- Community gardens database:
  - 100% of invited community gardens now in database
  - The complete community gardens database was distributed to delegates at the Centroc Summit in November 2012, including many tourist office representatives, and has also been made available on the Shiny Halo Blog site.

## PROGRAM EVALUATION REPORT

### Achievements against 02: Improved access to regionally specific climate change information

- Tourism collateral – 100 Mile Food Trails:
  - six themed trails augmented to incorporate a 100 Mile Diet programme + 8 page brochure in production
  - promotion of the themed trails via tourist offices in the Central NSW Tourism region and via over 70 tourism operators who attended Tourism workshops held as part of this project.
  - 14 Centroc member councils made aware of the 100 Mile Food Trails via attendance at the Summit.

### Achievements against 03: Risk regarding climate change is better understood and managed by Councils.

- 100% of Centroc GMs and Mayors were consulted in the process to develop the Options Paper (target 50%).
- The 2010 Centroc Summit achieved good representation from Centroc member councils (94% with a representative at the Summit)
  - good representation from Local, State and Federal Government
  - 94% of Centroc councils with a representative at the Summit (target 80%), and
  - a reasonable level of interest from business and community organisations.
- 2012 Summit outcomes:
  - All Energy session survey respondents indicated that there was an increased likelihood of council action on renewable energy options in the region as a result of the DEP work being undertaken.
  - 83% of Tourism session survey respondents indicated that there was an increased likelihood of progressing the development of localised food production systems as a result of the tourism work being undertaken.

### Achievements against 04: Community has a positive “feel good” attitude about potentially changing their behaviour with regards to climate change.

- The Shiny Halo Blog acts as a hub/repository for stories about what local people, local businesses and local councils are doing to become more sustainable:
  - The number of positive actions to build social and environmental resilience (reported on Blog by the public): 229 (target 200).
- The 2010 Summit was successful in:
  - Encouraging action – 82% of Expo attendees encouraged to take an environmental action due to Expo exhibits and 80% of Summit survey respondents encouraged to take an environmental action.
- The 2012 Summit was successful in encouraging action with:
  - 96% of Energy session survey respondents encouraged to investigate actions to improve management of energy, water and waste; and
  - 67% of Tourism session survey respondents encouraged to investigate responsible (sustainable) tourism opportunities in the region.
- Tourism collateral – 100 Mile Food Trails:
  - Over 70 tourism operators who attended workshops have pledged to work actively to integrate the principles of the themes trails and 100 Mile Diet into their businesses.

## OUTPUT 2: TACKLING CLIMATE CHANGE THROUGH RISK MANAGEMENT

The overall objective of Output 2 was to enable better understanding and management of climate change risk by Centroc's member councils and to make climate risk assessment resources available to the region. In order to do this, this sub-project aimed to develop and implement a climate risk component for Centroc's Enterprise Risk Management (ERM) framework such that councils would be able to undertake climate risk assessment without external assistance. Furthermore, the project aimed to formally build the management of climate change into enterprise risk management for two member councils.

Projects A5 through A7: Risk Management Training Workshops 1 – 3, and A8: Establishment of Cross Silo Climate Change committees, form sub-projects of Output 2: Tackling Climate change through risk management.

The risk management project was structured to:

- introduce the Local Government and Shires Association (LGSA), Statewide Mutual (Statewide) and Centroc risk management programs to Centroc's member councils through representatives of their Risk Management and Sustainability teams;
- collaboratively identify suitable components from the LGSA and Statewide programs from which to develop a draft climate risk assessment annex to the Centroc ERM framework;
- finalise the annex to ensure that it provides useful and appropriate material that is easy to comprehend and facilitates implementation; and
- encourage and guide the implementation of climate risk assessment across Centroc's member councils, including assisting two member councils to formally build the management of climate change into enterprise risk management.

Furthermore, the project sought to compile a list of regional risks and possible adaptation initiatives that could be managed at a regional level. It also provided training in the area of mentoring, to key personnel from member councils, to help them progress sustainability issues within their teams.

### A5–A7: Risk Management Workshops

The aims of each workshop are outlined below:

- A5: Workshop 1, held 2 July 2010, which aimed to explain the LGSA Climate Action Pack, the Statewide Mutual Climate Adaptation Planning Program, and the Centroc Risk Management Program (ERM) Framework.
- A6: Workshop 2, held 20 April 2011, which aimed to provide a discussion forum to determine which of the elements of the LGSA Climate Action Pack and the Statewide Climate Adaptation Planning Program would be incorporated into the Climate Risk section of the Centroc Risk Management Framework.
- A7: Workshop 3, held over two days, 28–29 July 2011, which had two distinct sessions:
  - one focusing on the ERM package and the way it would incorporate the climate risk assessment module as well as a region-wide aggregation of risks and possible adaptation initiatives produced by Statewide's consulting arm, Echelon; and

## PROGRAM EVALUATION REPORT

- one focusing on the development of mentoring skills within the context of sustainability, conducted by Grahame Collier of T-Issues Consultancy.

Sustainability and Risk management team representatives from each of the Centroc councils were invited to Workshops 1, 2 and the ERM session of Workshop 3; whilst invitations to the mentoring session of Workshop 3 were directed to middle management and professional officer positions across a broader council audience.

Overall, these risk workshops resulted in:

- an improved awareness and understanding of the LGSA, Statewide and Centroc ERM programs;
- a commitment to action from member councils with 11 out of 17 having completed the Statewide Climate Adaptation Planning Program, promoted extensively as part of this project, and five councils nominating representatives for the Risk Management steering group;
- the development of a climate risk assessment annex to the Centroc ERM that is easy to understand, provides useful information and should, notwithstanding some challenges, facilitate implementation of risk mitigating adaptations;
- the compilation of a regional risk matrix; and
- some level of commitment to progressing a culture of mentoring with regard to sustainability and climate risk assessment with representatives from five councils attending the mentoring workshop. Furthermore, representatives from two councils have agreed to become climate risk assessment mentors.

### A8: Cross Silo Climate Change committees

Alongside the Risk Management workshops described above, this project also sought to assist two councils establish a cross silo climate change committee. The core objective of this project was to set up internal, integrated decision making processes to improve internal sustainability and climate change adaptation performance.

Centroc's Sustainability Programs Manager, Rachael Young, facilitated this work and the project got underway with Parkes Shire and Cowra Shire councils. Unfortunately, due to several setbacks outside Centroc's control, the project was unable to deliver a cross silo climate change committee to either council.

Considerations for pursuing a Cross Silo Climate Change Committee in the future are included in the section titled "Assessment and consideration for future events below".

Detailed achievements against top level key performance indicators identified in the Business Plan and anticipated program outcomes are included at the end of this section.

### Assessment and considerations for future programming

The Risk Management Project was successful in meeting its overall objectives of enabling better understanding and management of climate risk by Centroc's member councils and making climate risk assessment resources available to the region. Additionally, in feedback gained from participants close to the end of the Risk project, of particular note was Centroc's continuous and ongoing role in influencing change in climate risk management.

The outcomes of this project provide a solid foundation from which to develop regional strategies for managing common risks, including those related to climate change:

- In the first instance, the reasonably widespread uptake of the Statewide program across member councils will support a common approach across those councils, and the establishment of climate risk assessment mentors should aid in the sharing of knowledge and practice.
- The regional risk matrix has the potential to become a powerful lobbying tool for the region on a range of issues, particularly for seeking grants to take action on climate adaptation and mitigation from a risk perspective.
- Thirdly, whilst the Statewide program has become the initial focus for many member councils in this early stage, a greater take-up of the Centroc ERM Framework is envisaged over the medium term, once risk scenarios are reviewed in light of the regional risk data and opportunities for regional action begin to be explored.

Some considerations for planning future projects, relating to building capacity in risk management, sustainability mentoring and developing cross silo committees, are identified below.

### Risk management Workshops

A key success factor of these workshops was the effective collaboration and networking between Centroc, Statewide and LGSA in delivering the Risk Management Workshops and providing risk assessment resources to member Councils.

The key challenge arising from the Risk Management Project relates to building the capacity of Councils to deliver sustainability initiatives, including:

- Being able to give priority to risk management programs when it is widely acknowledged that Councils are already "stretched".
- The costs associated with implementing risk management programs.
- Having the capacity to allocate human resources. In order to progress and support councils in managing risks related to climate change, consideration needs to be given to which groups will be responsible for the areas of council to be impacted. Centroc and other regional teams, including the climate risk assessment mentors, will need to work to support these groups.

Securing ongoing commitment and accountability to project outcomes will require the support and advocacy of management.

### Mentoring

- In the main, participants and coordinators alike recommended that a lengthier session and slightly larger group would afford more opportunity to learn, however, the benefits of a more intimate session were also acknowledged.
- Participants in the Mentoring Session engaged in discussion about mentoring and sustainability and noted the diversity of values and beliefs within this realm that can lead to challenges in mentoring situations.
- Building upon the issue of capacity in resourcing raised above, given that representatives from only five councils were involved in the mentoring workshop and that only two specific climate

## PROGRAM EVALUATION REPORT

risk assessment mentors have been identified, it will be important to extend this support network through other councils.

### Cross Silo Climate Change Committee

Despite the failure to establish the cross silo committees, progress has been made with regard to integrating climate risk and sustainability into the decision making processes for both Parkes and Cowra Shire Councils. Currently this is being driven by key individuals within each council, operating without the support of a formalised process, though Parkes Shire Council does make assessments based on a Quadruple Bottom Line framework implemented for all Council reporting.

Going forward, it is recommended that a formalised cross silo committee be pursued, in particular to take the onus of this assessment away from individuals who may move on, and to place control of this important function within an established Council committee. In order to progress this work, there will need to be a scoping exercise to determine an appropriate and supported structure including:

- the aims and objectives of the committee;
- the processes of the committee;
- the levels of personnel and the appropriate roles to be involved; and
- financial considerations.



## Achievements against key performance indicators

The following table presents a summary of the achievements against top level key performance indicators for the output.

| Key Performance Indicator  | Target | Result                    |
|--|--------|---------------------------|
| Number of Councils attending all Risk workshops (1, 2, 3)  | 8      | 7, 5, 6                   |
| Number of Councils with a Risk Management team representative at workshops   | 5      | 7, 5, 5                   |
| Number of Councils with a Sustainability team representative at workshop   | 5      | 5, 1, 1                   |
| Number of Councils with both teams represented at workshop   | 3      | 5, 1, 1                   |
| Number of Councils made aware of Climate Change Risk Management issues via work undertaken by CENTROC before Workshop 1  | 4      | 5                         |
| Number of Councils made aware of Climate Change Risk Management issues via Workshop 1  | 4      | 2                         |
| Number of Councils agreeing to become Climate Risk assessment mentors  | 2      | 2                         |
| Number of Councils having committed personnel to the Risk Management Steering group by end of program  | 5      | 5                         |
| Number of Councils showing interest in using the CENTROC Enterprise Risk Framework to create climate risk action plans   | 2      | Not measured <sup>5</sup> |
| Percentage of Centroc councils with Climate Risk Assessments completed by the end of the program (through the promotion of existing programming from Statewide and LGSA) | 50%    | 65%                       |

## Achievements against anticipated outcomes

The Climate Adaptation Program Business Plan identified four whole of program outcomes, three of which relate to these sub-projects.

|    |  |     |
|----|--|-----|
| 01 | Increased recognition of local impacts of climate change across councils, their partners and communities.                | ✓   |
| 02 | Improved access to regionally specific climate change information.   | ✓   |
| 03 | Risk regarding climate change is better understood and managed by Councils.  | ✓   |
| 04 | Community has a positive "feel good" attitude about potentially changing their behaviour with regards to climate change. | N/A |

<sup>5</sup> Work undertaken by Centroc's Sustainability Programs Manager to promote the Statewide Climate Adaptation Program has resulted in the majority of Councils (eleven) undertaking to implement this package. A greater take-up of the Centroc Enterprise Risk Framework is envisaged over the medium term, once risk scenarios are reviewed in light of regional risk data.

## PROGRAM EVALUATION REPORT

The following tables present a summary of the achievements against each outcome area.

### Detailed Achievements

Achievements against 01: Increased recognition of local impacts of climate change across councils, their partners and communities

- The Risk Workshops resulted in an improved awareness and understanding of the LGSA Climate Action Pack, Statewide Climate Adaptation Planning Program (10 participants) and Centroc Risk Management Program amongst workshop participants (ten and nine participants respectively).
- The compilation of a Regional Risk Register by Statewide's consulting arm, Echelon.

Achievements against 02: Improved access to regionally specific climate change information

- Successful delivery of three Climate Risk Workshops.
- Successful partnering by Centroc with Statewide and LGSA to have their existing programs incorporated into the Centroc Regional ERM Framework.
- The development of a Climate Risk Assessment Annex to the Centroc ERM that is easy to understand, provides useful information and should, notwithstanding some challenges, facilitate implementation of risk mitigating adaptations.
- The compilation of a Regional Risk Register by Statewide's consulting arm, Echelon (currently being incorporated into the Climate Risk Annex).

## THAT'S A GOOD IDEA! – CLIMATE ADAPTATION

### Achievements against O3: Risk regarding climate change is better understood and managed by councils

- Number of Councils with representatives attending workshops:
  - Workshop 1 - 7
  - Workshop 2 - 5
  - Workshop 3 - 6
- At the time of writing, eleven out of seventeen member councils (65%) had completed the Statewide Climate Adaptation Planning Program (target more than 50%).
- Five councils nominated representatives for the Risk Management steering group (Bland Shire, Parkes Shire, Orange City, Cowra Shire, and Cabonne Shire).
- Progressing a culture of mentoring with regard to sustainability and climate risk assessment - representatives from five councils attended the mentoring workshop, and representatives from two Councils (Parkes Shire and Orange City) agreed to become climate risk assessment mentors.
- Mentoring sessions delivered practical knowledge, with all participants indicating that they had learnt useful mentoring skills and able to identify ways they could apply the learnings from the session to current work at Council.
- Final reflections about the program identified the following significant changes:
  - increased awareness of, and higher priority given to, climate risk in planning
  - identification of local risks
  - resource allocation with some focus on risk
  - operational changes around water and energy use
  - one Council had made significant progress, investing in alternative energies and developing a distributed energy plan.
- Arising from the Cross Silo Climate Change Committee Project, two senior staff from Parkes Shire Council are involved in assessing most projects according to a Quadruple Bottom Line (QBL) framework. The QBL process was implemented, to a large extent, as a result of the ERM work around Climate Risk Adaptation being undertaken as part of the overall Risk Management project.
- Also arising from the Cross Silo Climate Change Committee Project, some sustainability criteria are being included by Cowra Shire Council when assessing new projects. This is being driven largely by Infrastructure and Operations staff who were involved in the Risk Management project.

### OUTPUT 3: BUSINESS CLIMATE ACTION PACKS AND FORUMS

The overall objective of Output 3 was to improve awareness, amongst the business community in the Centroc region, of sustainability issues and the ways in which businesses can change their behaviours, purchasing and operating decisions to improve their sustainability. Additionally, the program aimed to facilitate a move to greater sustainability for a number of businesses in the region, via registration in a state government sponsored business energy audit program.

The projects delivering Output 3 were:

- Delivery of business energy efficiency workshops within the Centroc region (A9).
- Development, or adaptation, of existing business audit programs for energy and water through a sustainability street/precinct style program called Shiny Halo Street (A9 and A11).
- Development, or adaptation, of fact files or fact sheets on water and energy, building in the option to develop into a sustainability audit in future (A10).

The sub-projects are described below.

#### A9: Business Energy Efficiency Workshops

Centroc held a series of business workshops across the Centroc region to provide opportunities for business communities to learn about energy efficient options for running their businesses.

The project represented a collaboration with a local organisation conducting the NSW Government subsidised energy audits, CDE (Central Design and Engineering) Energy. CDE Energy agreed to undertake any business energy audits arising from the workshops.

The workshops focused on energy efficiency and how to reduce business energy costs, and promoted existing state government incentive programs (Sustainability Advantage and Energy Efficiency for Small Businesses). Speakers from CDE Energy and the Bathurst Orange Dubbo Alliance of Councils presented information on the two programs.

Three workshops were held:

- A lunch-time forum in Orange, in June 2011. The event, co-sponsored by the Central West Catchment Management Authority (CWCMA) and Essential Energy, provided real examples as well as tools and resources to show how working sustainably can reduce waste, improve the bottom line and attract more customers.
- A breakfast workshop held in Oberon on 6<sup>th</sup> October 2011, co-sponsored by Oberon Shire Council and CWCMA.
- A breakfast workshop held in Bathurst on 20<sup>th</sup> October 2011, co-sponsored by Bathurst Regional Council and CWCMA.

Workshops were also scheduled for Young and Cowra (sponsored by Young & Cowra Shire Councils respectively) however they were cancelled due to low registrations. Despite the cancellation of these events, Centroc made a commitment to those who had registered, to provide them with information and facilitate energy audits if desired.

The key successes of the workshops were:

- improving awareness about sustainability issues and potential adaptations with the workshops held in Orange, Oberon and Bathurst reaching an audience of 75 businesses.
- introducing the available government incentive programs: Energy Efficiency for Small Business (EEFSB) and Sustainability Advantage (SA), with 16/24 businesses (67%) either signing up to, or considering signing up to, either program<sup>6</sup>;
- the inclusion of local case studies which demonstrated the dollars and resources saved as a result of operational or infrastructure changes, giving businesses confidence in the process and outcomes; and
- seven energy audits being conducted as a direct result of the business forums with the energy cost savings from recommendations totaling \$12,928 per annum.

### A11: Shiny Halo Street

Shiny Halo Street was the flagship sustainability program for businesses implemented as part of Centroc's Climate Adaptation program. The pilot program relied on collaboration between Centroc, the Millthorpe Business Committee and the Central West Business Chamber.

Through its Shiny Halo Street project, Centroc sought not only to facilitate a move towards greater sustainability within a business community, by using the momentum within that community to encourage involvement in the program, but also to develop a flagship for the business sustainability cause in regional business communities. To this end, the program linked with a business category on the Shiny Halo blog-site where regular stories regarding work being undertaken were posted. The program was also integrated into some existing community events, which gave it further promotional opportunity.

The Shiny Halo Street project comprised:

- a series of energy audits for businesses in the Millthorpe community, for which further collaboration with CDE Energy to undertake the NSW State Government subsidised energy audits was required;
- the installation of composting worm farms for food and accommodation businesses; and
- exhibits at the Millthorpe Garden Ramble and the Millthorpe Markets in 2011.

Key successes of the program were:

- a successful pilot of an approach to engaging a business community in improving sustainability;
- introduction of the government incentive program: Energy Efficiency for Small Business (EEFSB) to the business community;
- nine energy audits conducted as part of the program with the energy cost savings from recommendations totaling \$6,542 per annum;
- six worm farm installations; and
- a significant foray by Centroc into the priority area of village revitalisation.

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<sup>6</sup> Recorded for the Bathurst and Oberon workshops only where 24 businesses were in attendance.

## PROGRAM EVALUATION REPORT

### A10: Business Fact Sheets

As a result of the Shiny Halo Street work conducted in Millthorpe, Centroc undertook to develop and publish a suite of fact sheets aimed at assisting business communities to improve their sustainability.

Three fact sheets were produced with the following focus:

- Tips for local councils and NGOs wishing to use the NSW Government's EEFSB program to support a sustainability program within their local business community;
- Tips for local councils and NGOs who are embarking on a sustainability program with the small businesses in their local community; and
- Tips to help businesses work with local councils to get a sustainability program established in their local business community.

The fact sheets have been included on the Shiny Halo blog site, and a link sent to key staff from each of Centroc's member councils.

An additional project to develop an Electric Vehicle Recharge Pilot Programme with the promotional campaign, "Come to Central NSW to Recharge your Batteries" was also planned. This project aimed to engage businesses to become involved in a campaign which would increase privately owned battery storage of renewable energy, increase awareness of eco-tourism and raise awareness of transport and tourism related footprints. This project relied on the establishment of an Electric Vehicle (EV) Recharge Network linking all of Centroc's local government regions to Sydney and Canberra (a priority coming out of the 2010 Centroc Summit). Considerable work was undertaken to progress this initiative, however, it has had to be postponed, primarily because the technology required for large scale infrastructure investments is not at a commercial stage yet.

Detailed achievements against top level key performance indicators identified in the Business Plan and anticipated program outcomes are included at the end of this section.

### Assessment and considerations for future programming

Both the Business Energy Efficiency Workshops (A9) and the Shiny Halo Street program (A11) were successful in meeting the overall objective of Output 3, in:

- achieving increased awareness of sustainability issues amongst the business community,
- improving access to information and facilitating a move to greater sustainability for businesses,
- providing evidence of good use of networks and collaboration, and
- engaging a business community to change their behaviours, purchasing and operating decisions to deliver significant outcomes in sustainability adaptation.

#### Key success factors of the projects were:

- The introduction of businesses to, and provision of information about, government incentive programs, of which many participants were unaware prior to attending a workshop or participating in the Shiny Halo Street program.

Investment in energy efficiencies is often prohibitive for small to medium enterprise, and therefore, they have a high level of interest in information about the assistance available to them in funding

sustainability projects for their operations. Harnessing this level of vested interest is a proven strategy for generating support of the business community in future sustainability projects.

- Securing commitment from all required partners to the program as early as possible to maintain program momentum and prevent any delays in progress. For example, facilitating the process of registration to government subsidy programs, and having the energy auditors ready to undertake audits with as little lag time as possible, were important factors in delivering successful outcomes.
- Allowing the target community to have input into the type of sustainability program they would like to implement, which helps develop ownership in and commitment to the final program (Shiny Halo Street program).
- Providing examples of the types of programs that have been successful. Including a local case study, as was the case with Orange Ex-Services Club at the Orange Business Sustainability Forum, was beneficial in building the confidence of participants, and created a local advocate who was able to provide demonstrable evidence of savings (both in terms of financial and staffing resources) as a result of operational or infrastructure changes. This could be a useful strategy for future events in achieving the engagement and ongoing commitment of participants.
- In the case of the Shiny Halo street program, directing Centroc's financial contribution (matched dollar for dollar by the NSW State Government) towards the cost of implementing the audit findings, was determined to provide better value than a contribution towards the cost of conducting the energy audits.
- The Shiny Halo Street program represented a successful pilot of an approach to engaging a business community in improving sustainability. The business community of Millthorpe enthusiastically embraced the project, demonstrating the significant potential for bringing about positive change when a community is motivated to work together towards a shared benefit.
- The Shiny Halo Street program also represented a significant foray by Centroc into the priority area of village revitalisation. With a focus on business energy cost savings, organic waste recycling, composting and community events, the community developed a high sustainability profile. This profile and the good work being done was extensively showcased on Centroc's Shiny Halo blog, and there were also opportunities to speak to the general public at community events such as the Millthorpe Garden Ramble and Millthorpe Markets. The Shiny Halo Street program should demonstrate to other small business communities that improved sustainability is achievable for businesses based in smaller communities and that community wide collaborations can give rise to useful promotional collateral for the community.

In reviewing all initiatives under this project, several considerations for planning future events and programs have been identified.

### Business Workshops

- Allocating sufficient time at the workshops for participants to sit and talk with the subsidy program delivery agents was considered the most valuable feature of the Oberon event by the co-ordination team.
- Some workshop participants had expectations of receiving more information on monitoring energy through the use of devices and interpreting electricity bills. This may be useful for those not wanting to sign up to a sustainability program straight away.

## PROGRAM EVALUATION REPORT

- The coordinators of the workshops identified that some level of relationship building, ahead of the forum, with organisations like the Chamber of Commerce, may have resulted in a higher attendance.
- The breakfast timing and duration of the Oberon and Bathurst events was considered a success factor; however potentially splitting the workshop into two separate streams, one for the SA program and one for the EEFSB program, may make the best use of time for business people who have limited time to attend events.
- Venue issues impacted all three workshops. The choice of venue for future workshops should carefully consider practical aspects such as the suitability for a speaking forum (all participants being able to see and hear the speaker and audio-visual presentations) and ensuring the comfort of participants (ambience of venue and quick service for events that have timing constraints).
- One business workshop participant from the NFP Community Services sector, provided feedback that she intended to organise a talk and workshops about home energy efficiency as part of Seniors Week 2012. This is a good example of how Centroc has an opportunity to provide ongoing support to local businesses and spread the message of climate change adaptation to the broader community.

### Shiny Halo Blog

While stories from Millthorpe's Shiny Halo Street program were uploaded to the Shiny Halo Blog, a key challenge moving forward will be in considering how to increase the number of visits to the blog. This challenge also relates to the Fact Sheets produced for business communities (and local government officers working with business communities) as although the Fact Sheets have been uploaded to the blog (and the link provided to local government officers across the Centroc region) the message needs to be circulated that they are available for use.



## Achievements against key performance indicators

The following table presents a summary of the achievements against top level key performance indicators for the output.

### Achievements against KPIs

| Key Performance Indicator  | Target                               | Result   |
|--|--------------------------------------|--|
| Number of business precincts from Central NSW participating in Shiny Halo Street   | 1 business precinct of 20 businesses | 1 business precinct, 15 businesses participating |
| Awareness of sustainability is raised with the Shiny Halo Street participants  | 75% of participants                  | 100%   |
| Number of businesses improving their environmental sustainability as a result of Shiny Halo Street program participation | 10                                   | 15   |
| Business sustainability fact sheets developed or adapted for Central NSW requirements                                    | 4                                    | 3  |
| Number of business to which the sustainability fact sheets are delivered   | 200 across 5 LGAs                    | N/A <sup>7</sup>                                 |
| Number of businesses attending workshops   | 30 per workshop                      | 75 businesses across three workshops             |
| Business workshops raise awareness of climate change and sustainability issues   | 75% of participants                  | 80% (from two workshops)                         |
| Number of EV recharging stations are installed in Central NSW  | 3                                    | N/A <sup>8</sup>                                 |
| Number of businesses promoting themselves as part of an eco-tourism trail  | 3                                    | N/A <sup>2</sup>                                 |

<sup>7</sup> Fact sheets ultimately targeted both business communities and local government officers working with business communities. At this stage, fact sheets have been made available to businesses via the Shiny Halo blog and a link has been sent to the relevant local government officers across the Centroc region.

<sup>8</sup> postponed due to state of technology for commercial applications

## PROGRAM EVALUATION REPORT

### Achievements against anticipated outcomes

The Climate Adaptation Program Business Plan identified four whole of program outcomes, three of which relate to this sub-project.

|    |  |     |
|----|--|-----|
| 01 | Increased recognition of local impacts of climate change across councils, their partners and communities.                | ✓   |
| 02 | Improved access to regionally specific climate change information.   | ✓   |
| 03 | Risk regarding climate change is better understood and managed by Councils.  | N/A |
| 04 | Community has a positive "feel good" attitude about potentially changing their behaviour with regards to climate change. | ✓   |

The following tables present a summary of the achievements against each outcome area.

#### Detailed Achievements

##### Achievements against 01: Increased recognition of local impacts of climate change across councils, their partners and communities

- At the time of reporting, real improvements in sustainability were either underway or had been achieved for sixteen businesses who had either participated in the business workshops (Orange, Oberon, and Bathurst) or the Shiny Halo Street program (Millthorpe).
- The business workshops held in Orange, Oberon and Bathurst delivered improved awareness about sustainability issues and potential adaptations, reaching a combined audience of 75 representatives of business from the Central West.
- The usefulness of the business workshops to survey respondents was consistently high, with average ratings of 4.2/5 across both the Oberon and Bathurst workshops.

##### Achievements against 02: Improved access to regionally specific climate change information

- Use of networks and collaboration across organisations to deliver the event/attract an appropriate audience, for all three business workshops (Orange, Oberon and Bathurst).
- Providing businesses with useful information and access to available government incentive programs:
  - A raised awareness of the existence of government programs providing financial assistance to implement energy efficient options for their business, with participants commonly noting that they had been unaware of government subsidy programs, prior to attending a workshop.
  - 25/27 survey respondents (93%) who had attended the Oberon and Bathurst business workshops noted an improved understanding of the SA and EEFSB programs following the workshops.
  - At the end of the business workshops, 16/24 businesses (67%) had either signed up to, or were considering signing up to, either the EEFSB or SA program.
- The audit program provided under the Shiny Halo Street program broke new ground by negotiating and delivering an audit for a home business, not previously allowed as part of the EEFSB program.
- The learnings from the Shiny Halo Street program have been documented in 3 fact sheets which aim to assist businesses and local government to work together to improve business sustainability.

## THAT'S A GOOD IDEA! – CLIMATE ADAPTATION

Achievements against O4: Community has a positive "feel good" attitude about potentially changing their behavior with regards to climate change

- The Shiny Halo Street program represented a successful pilot of an approach to increasing awareness and engaging a business community in reducing energy use and improving sustainability with fifteen businesses participating.
- With a focus on business energy cost savings, organic waste recycling, composting and community events, the community developed a high sustainability profile. This profile and the good work being done was extensively showcased on Centroc's Shiny Halo blog
- The six worm farm installations for food businesses participating in Shiny Halo Street also delivered further improvements in sustainability, and contributed to the entire Millthorpe food business community recycling their organic waste.
- 320 "Grow your own" compost kits were delivered free to attendees at two Millthorpe community events, under the Shiny Halo Street program.
- Sixteen businesses registered for business energy audits under the EEFSB program and at the time of reporting, the energy cost savings from audit recommendations made totaled \$19,470. (Nine audits under Shiny Halo Street delivering \$6,542 p.a. in energy cost savings, and seven audits as a result of the business forums delivering \$12,928p.a. in energy cost savings.)

### OUTPUT 4: LIBRARY ADAPTATION / TREE EXCHANGE

The Library Adaptation / Tree Exchange project aimed to develop a community supported revegetation program, using council libraries as an adaptation point for community adaptive behaviours which were to be rewarded through Council sponsored carbon mitigation tree plantings.

The sub-projects of Output 4 are:

- Project A12: Tree Exchange incorporating libraries and the Shiny Halo Blog; and
- Project A13: Tree Planting Days.

The project was designed to provide the following mechanisms for community involvement:

- The Shiny Halo Blog was developed as the key instrument by which Centroc could communicate with the broader community. New stories regarding environmental or sustainable actions being undertaken in the region were posted regularly over the program's lifetime. Additionally, the blog site allowed people to share their own stories and actions towards living a more sustainable life.
- The community was encouraged to record environmentally friendly actions via the Blog and these actions formed the basis for tree plantings in the region. Within the promotional period for the Tree Exchange program, for every positive environmental action recorded, a tree was planted.
- Local libraries were to be a focal point for disseminating information about trees, their benefit to the environment and the ways by which they mitigate climate change and offset carbon emissions, through an educational bookmark passed onto borrowers. The bookmark was also to provide a link to the Shiny Halo Blog. The library component of the project received several setbacks due to resourcing issues, and despite several attempts to reinstate it, was unable to be implemented by mid 2012.
- Community Tree Planting Days were the realisation of community support for revegetation as recorded on the Shiny Halo Blog.

### Key Achievements

By mid 2011, the Tree Exchange program had already generated the targeted amount of environmentally friendly actions as reported via the Blog. At that time, the Shiny Halo Blog had been active for over 12 months, in which time fifty-four stories had been created. As a mechanism for community engagement, the Blog had been successful in providing a forum through which people could:

- share ideas;
- inform others of useful events, organisations and products; and
- educate others.

An analysis of comments posted to the blog conducted in late November 2010 provided Centroc with guidance for planning tree planting efforts. The data showed that:

- 250 comments had been received in total, of which 205 were registered for tree planting.
- Comments were posted by 109 unique individuals, of which 49 identified themselves as living in Central NSW.

- The top locations requested for tree planting were a non-specific "Central West" location, Bathurst, Orange, Lithgow, Parkes and Blayney.

Tree planting days were delivered in collaboration with Central West Catchment Management Authority. Six tree planting days were subsequently held as follows:

- Rahamim Community Garden, Bathurst – September 2010
- Parkes – March 2011
- Cowra, Orange and Lithgow – April 2011
- Blayney – May 2011

The tree planting days delivered:

- Plantings of 1,350 trees / shrubs;
- Re-vegetation of 24,900 square metres of land; and
- Participation from 198 volunteers<sup>9</sup>.

Detailed achievements against top level key performance indicators identified in the Business Plan and anticipated program outcomes are included at the end of this section.

### Assessment and considerations for future programming

In reviewing the Tree Exchange program, several considerations for planning future initiatives have been identified. As identified in the review of other projects under Centroc's TAGI Climate Adaptation Program, capacity around resourcing is a key issue influencing the level of success that can be achieved by future climate mitigation and adaptation projects. Specifically, with regard to the Shiny Halo Blog:

- In order for the Blog to remain a useful method by which to disseminate information about sustainability, and maintain a good level of patronage, it must remain dynamic and be promoted (or re-promoted) to new and existing audiences regularly. A resource allocated to manage the Blog is crucial here.
- The library component of the Tree Exchange aimed to broaden the reach of the blog, beyond those already visiting the site and generate further commentary, however, due to resourcing constraints this component of the program was unable to be implemented.

Despite this, the Shiny Halo Blog represents a significant resource for the Climate Adaptation program. With renewed promotion, and used in conjunction with other programming, it has the potential to tap into larger audiences.

Tree planting events were successful not only in terms of the number of trees planted and land area regenerated, but also in terms of outcomes for the participants. Importantly, these events provided:

- practical education regarding tree planting and broader environmental and landcare issues;
- an opportunity for the community to work together towards a shared vision of their environment;

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<sup>9</sup> This excludes the number of volunteers involved in plantings at Rahamim, Bathurst as numbers were not tracked.

## PROGRAM EVALUATION REPORT

- an opportunity for environmental organisations and local councils to engage with their communities;
- an opportunity to engage school children, and hopefully instill a "caretaker" approach to the environment whilst they are young; and
- an opportunity for participants to be involved in a healthy, active and outdoor exercise.

Success factors revolved around media coverage, the ability to tap into schools successfully or link to other larger events, the weather, and the provision of a lunch.

Improvements suggested included:

- better media coverage prior to the event to encourage participation;
- communication within Council looking for staff volunteers;
- greater Council ownership of the event;
- better site preparation to make planting a little easier; and
- the provision of a lunch to reward volunteers.

The main challenge for Councils will be to build upon the level of awareness, interest and engagement generated by the Tree Exchange program in their communities, and to enhance the effectiveness and capacity of the Shiny Halo Blog in spreading the positive message learnt through the project to the broader community.

## Achievements against key performance indicators

The following tables present a summary of the achievements against top level key performance indicators for the output.

### Achievements against KPIs

| Key Performance Indicator  | Target          | Result        |
|--|-----------------|---------------|
| Number of Bloggers who self identify as living in Central NSW  | 50% of bloggers | 45% (49/109)  |
| Number of unique visitors per day to Blog  | 40              | 25            |
| Number of positive actions to build social and environmental resilience (reported on Blog by the public) | 200             | 205           |
| Average number of stories created per week for the life of the project                                   | 1               | 0.96 (54/56)  |
| Number of LGAs in which planting days were held  | 6               | 6             |
| Total number of trees / shrubs planted   | 200 per LGA     | 1350 in total |

## Achievements against anticipated outcomes

The Climate Adaptation Program Business Plan identified four whole of program outcomes, three of which relate to this sub-project.

|    |  |     |
|----|--|-----|
| 01 | Increased recognition of local impacts of climate change across councils, their partners and communities.                | ✓   |
| 02 | Improved access to regionally specific climate change information.   | ✓   |
| 03 | Risk regarding climate change is better understood and managed by Councils.  | N/A |
| 04 | Community has a positive "feel good" attitude about potentially changing their behaviour with regards to climate change. | ✓   |

The following tables present a summary of the achievements against each outcome area.

### Detailed Achievements

#### Achievements against 01: Increased recognition of local impacts of climate change across councils, their partners and communities

- The Tree Exchange program generated 250 comments about environmentally friendly actions (by mid 2011) through the Shiny Halo Blog, of which 205 were registered for tree planting

#### Achievements against 02: Improved access to regionally specific climate change information

- 54 stories published on the Shiny Halo Blog by mid 2011. The Blog acted as a forum through which people could:
  - share ideas;
  - inform others of useful events, organisations and products; and
  - educate others.
- Delivery of six tree planting days across Centroc region (a collaboration with Central West Catchment Management Authority)
- The Tree Planting events provided practical education regarding tree planting (especially native plantings) and broader environmental and landcare issues.
- The Tree Planting events provided:
  - an opportunity for the community to work together towards a shared vision of their environment;
  - an opportunity for environmental organisations and local councils to engage with their communities; and
  - an opportunity to engage school children, and hopefully instill a "caretaker" approach to the environment whilst they are young.

## PROGRAM EVALUATION REPORT

Achievements against O4: Community has a positive “feel good” attitude about potentially changing their behavior with regards to climate change.

- The Tree Exchange program generated 250 comments about environmentally friendly actions (by mid 2011) through the Shiny Halo Blog, of which 205 were registered for tree planting
- The Tree Planting events achieved participation from just under 200 volunteers (from community groups, schools, Councils, Landcare groups, Catchment Management Authorities, Centroc, and individuals).
- The Tree Planting events provided:
  - an opportunity for the community to work together towards a shared vision of their environment;
  - an opportunity for environmental organisations and local councils to engage with their communities; and
  - an opportunity to engage school children, and hopefully instill a “caretaker” approach to the environment whilst they are young.



## OUTPUT 5: CARBON EXPOS

Project A15: Carbon Expos delivered programming for Output 5: Partnering with Lachlan Catchment Management Authority (LCMA) and local/regional business chambers to deliver Carbon Expos to urban residents of the Lachlan Catchment.

Over the past two years, Centroc, in partnership with LCMA, has held a series of events across the Lachlan catchment to provide opportunities for these communities to learn about climate change and experience climate friendly products and businesses.

A series of mini expos and two major expo events were held between October 2009 and September 2011.

### Mini Expos

Nine mini expos were held in the following locations:

- Young (October 2009);
- Condobolin (August 2010);
- Parkes (August – September 2010);
- Grenfell (September 2010);
- Hillston (September 2010);
- West Wyalong (October 2010);
- Crookwell (February 2011);
- Boorowa (March 2011); and
- Blayney (March 2011).

### Key Achievements:

- Delivery of nine successful events with limited resources.
- The Mini Expos were rated as extremely valuable in providing new information and raising awareness of ways people can live more sustainably. Level of interest was consistently high across all nine events.
- Successful collaboration between Centroc and LCMA in combining resources and expertise to deliver considerable outcomes within budget constraints.
- Opportunity to utilise and enhance existing networks across environmental, community, business and local government groups.

### Energise Central NSW – Alternative Fuel and Energy Conference in Cowra

A series of events were held on 5th and 6th August 2011, comprising:

- **Alternative Fuel and Energy Conference**  
The conference held on Friday 5th August targeted representatives of regional and local government, agriculture, industry and business communities. Approximately 150 people attended the event in total. Presentations focused on the possibilities and opportunities for the use and production of alternative sources of energy and fuels throughout Central NSW.
- **Public Expo, held in conjunction with the local Farmers' Markets**  
The public expo was held in conjunction with the local Farmers' Markets. Sixteen organisations operating in the arena of alternative energies, and products and services related to sustainability exhibited at the expo. Approximately 250 – 300 people attended the expo.
- **Carbon-neutral dinner**  
The dinner was a completely carbon neutral event, making use of bio-fuelled generators supplied by ProGreen Biofuels. Local produce and wine was served to 130 attendees, and everything from the catering to table displays was purchased locally. Local TAFE students supplied the waiting service at the dinner, and local Wagambirra dance group provided the evening's entertainment.

#### Key Achievements:

- Evidence of strong community interest in climate change and sustainability initiatives, and support for action.
- Successful collaboration and successful strengthening of already beneficial working relationships, and significant networking opportunities provided.
- Identification by representatives of Local Government of potential applications of the technologies presented, with concrete steps for progression outlined.
- Expo rated as useful by Exhibitors, with useful contacts made with other organisations through the Expo.
- Securing highly qualified experts to present at a regional conference.

### The Forbes Alternative Energy Expo – Expo/Workshops/Presentations

This event was held in Forbes in September 2011.

The public expo was held in Victoria Park, Forbes. Several businesses operating in the arena of alternative energies, and products and services related to sustainability exhibited at the expo. Approximately 350 – 400 people attended the expo.

Free workshops on composting and energy efficiency in the home were conducted throughout the day of the expo. A total audience of around 70 people attended the workshops.

Public presentations from five key industry representatives were delivered from a marquee adjacent to the expo venue. Between 10 and 20 people attended each presentation.

### Key Achievements:

- Evidence of community interest in climate change and support for action.
- Attraction of an appropriate and sizeable audience to both the expo and workshops, and the delivery of appropriate and useful information to that audience.
- Exhibitors made useful contacts with other organisations.
- Relationships with community members, industry representatives and members of the LCMA Board were enhanced as a result of the event.

Detailed achievements against top level key performance indicators identified in the Business Plan and anticipated program outcomes are included at the end of this section.

### Assessment and considerations for future events

The main challenge in determining “where to from here?” for Councils will be to maintain the momentum generated by the success of the Carbon Expos; building upon the level of awareness, interest and engagement of their local communities, and spreading the positive message learnt through the events to the broader community.

In reviewing all events held as part of the Carbon Expos project, several considerations for planning future events have been identified.

### Capacity and Resourcing

- For all expos, collaboration between Centroc and its partners LCMA, Cowra Shire Council, Cowra NRM Advisory Committee and Forbes Shire Council proved effective in delivering considerable outcomes within budget constraints.
- For the ambitious Cowra event, the coordination team chose to engage the services of a professional event coordinator. The event was a high profile success, securing solid representation across key sectors and highly qualified experts, however, the costs associated with the engagement of the event coordinator were high.
- For the Forbes event, the coordination team managed the event themselves. In this case there were challenges associated with the stakeholders being geographically dispersed. These challenges need to be managed to secure strong ownership of the event and overcome organisational issues.
- For the Cowra event, the NRM Advisory Committee was an effective local champion. Efforts to secure a good level of local commitment and drive behind future events, through an effective local champion, should help drive community engagement.

### Event content

- Providing something tangible or interactive was attractive to expo attendees, as was providing something free to take away from the expo. In particular, the Grow Your Own Compost kit was very successful, and could be evolved for future events.
- Showcasing work being undertaken by various community or school groups was a useful strategy in encouraging locals to visit the expo.

## PROGRAM EVALUATION REPORT

- Exhibitors suggested that providing a larger and broader array of exhibitors, and covering a broader spectrum of products, could attract a larger audience.
- Exhibitors also suggested that making the displays more engaging and attractive and providing a visual link between displays that fits with the overall theme of the expo, could also aid in attracting a larger audience.

### Target Audience

- Clearly identifying the objectives and target groups for the event and communicating this to the various stakeholders involved is important. In the case of the Forbes event which was somewhat of a hybrid, the event targeted both the residential audience and the farming community, though some presenters were also expecting a better attendance from representatives of industry.
- It is important to consider whether a diverse set of target audiences can be accommodated adequately through one generic event or whether a series of events to suit each different target audience will be more successful. In the latter case, decisions about the timing, format and content of an event, should be tailored to meet the needs of the specific audience in question.

### Venues and timing

- Planning the timing of an event not to coincide with other significant local events is advisable unless they are a good complement. Where events do coincide, cross-promotion opportunities with the other events should be pursued.
- Some expos were incorporated into existing local events in an attempt to capture a wider audience, e.g. the local show. Whilst this strategy can result in a larger attendance, attendees may have less time to spend at exhibits and can be distracted by other un-related exhibits. Field days could potentially be an effective forum for targeting specific interest groups (e.g. farmers and local industry).
- Poor weather impacted a couple of the events. Where possible, choosing a location to minimise the effects of poor weather and maintain the attractiveness of exhibitor displays is important.
- The Cowra event, and to a minor degree, the Forbes event, suffered from technical problems. All technical aspects of the event and environment should be tested and rehearsed prior to the actual event.
- Consideration should be given as to how best to collect data at future events, as this proved a challenge across several of the expos (highly mobile crowds, difficulty in getting people to complete a written survey, and the impact of poor weather).

### Maintaining momentum

- There are opportunities to follow up the Carbon Expos with more targeted and informal sessions for representatives of those sectors impacted significantly by climate change and energy price and availability. These sessions should:
  - provide more practical information, and technical and economic detail which can provide the basis for some level of decision making; and
  - allow for greater exploration of the needs of these sectors in order to support a transition to alternative energies and greater energy efficiency.

- Local Government can be supported in their investigation into partnerships to expedite implementation of some energy efficiency related initiatives.

To harness the interest and enthusiasm within their communities, LCMA and Centroc should investigate the opportunities arising through the Federal Government's Clean Energy Future plan. Centroc has already secured funds through the Community Energy Efficiency Program which aims to deliver a range of energy efficiency measures in council and community owned buildings, facilities and sites.

## PROGRAM EVALUATION REPORT

### Achievements against key performance indicators

The following tables present a summary of the achievements against top level key performance indicators for the output.

#### Achievements against KPIs

| Key Performance Indicator  | Target                  | Result                        |
|--|-------------------------|-------------------------------|
| Number of mini expos conducted   | 9                       | 9                             |
| Number of major expos conducted  | 2                       | 2                             |
| Number of peak community groups providing materials or a representative for expos                                  | 1                       |                               |
| Mini expos (average)   |                         | 1.1                           |
| Cowra expo   |                         | 1                             |
| Forbes Expo  |                         | 1                             |
| Number of govt. organisations providing materials or a representative for expos                                    | 1                       |                               |
| Mini expos (average)   |                         | 1.9                           |
| Cowra expo   |                         | 3                             |
| Forbes Expo  |                         | 4                             |
| Number of environmental organisations / businesses providing materials or a representative for expos               | 3                       |                               |
| Mini expos (average)   |                         | 4.9                           |
| Cowra expo   |                         | 13                            |
| Forbes Expo  |                         | 10                            |
| Attendance number per expo (average)   | 300                     |                               |
| Average for 6 mini expos where attendance could be measured  |                         | Approx. 250                   |
| Cowra conference and expo  |                         | 150, 250-300                  |
| Forbes expo  |                         | 350-400                       |
| Number of responses to attendee survey   | 15% of attendance or 80 | range - 0-21%                 |
| Mini expos <sup>10</sup>   |                         | 48%                           |
| Cowra conference <sup>11</sup>   |                         | 36%                           |
| Forbes workshops <sup>12</sup>   |                         |                               |
| Percentage of Expo attendees with increased awareness of options to live more sustainably due to Expo exhibits     | 20%                     |                               |
| Mini expos   |                         | 53-92%                        |
| Cowra conference   |                         | 83%                           |
| Forbes workshops   |                         | 92%                           |
| Percentage of Expo attendees encouraged to take new (or further) environmental action as a result of Expo exhibits | 20                      |                               |
| Mini expos only  |                         | 80% and above where collected |
| Percentage of exhibitors providing post-expo feedback regarding their perceptions of the success of the expos      | 100                     | Between 56 and 100%           |
| Number of exhibitors who made useful contacts via expos (*taken from Exhibitor eval. survey sample)                | 5                       | All exhibitors surveyed       |

<sup>10</sup> Data collection at mini expos was variable due to weather conditions and crowd mobility

<sup>11</sup> Attendee surveys were collected at Cowra conference but not at the public expo

<sup>12</sup> Attendee surveys were collected at Forbes workshops but not at the public expo

## Achievements against anticipated outcomes

The Climate Adaptation Program Business Plan identified four whole of program outcomes, three of which relate to this sub-project.

|    |  |     |
|----|--|-----|
| 01 | Increased recognition of local impacts of climate change across councils, their partners and communities.                | ✓   |
| 02 | Improved access to regionally specific climate change information.   | ✓   |
| 03 | Risk regarding climate change is better understood and managed by Councils.  | N/A |
| 04 | Community has a positive "feel good" attitude about potentially changing their behaviour with regards to climate change. | ✓   |

The following tables present a summary of the achievements against each outcome area.

### Detailed Achievements

#### Achievements against O1: Increased recognition of local impacts of climate change across Councils, their partners and communities

##### Mini Expos

- The percentage of people who were very or slightly interested in exhibits at each of the Expos was consistently high (> 85%).
- Evidence that climate change is of concern to people, with responses to the question "how important have climate change issues become to you and your family in the past 12 months?" ranging from 3.5-4.3/5 across six expos where this feedback was able to be collected.

##### Energise Central NSW 2011 – Alternative Fuel & Energy Conference (Cowra)

- High level of interest amongst visitors to the Expo. Exhibitors indicated that, on average, over half of the people they spoke to (60%) were very interested in their product or service.
- Evidence that climate change is a significant concern (4.3/5) (based on Conference evaluation survey).
- Evidence of significance of energy and fuel to participants, with an average rating of 4.4/5.
- Respondents agreed that the conference highlighted opportunities for regional communities (94% of respondents), including the development of sustainable fuels and energies (79%). A good proportion of respondents (64%) were keen to continue the discussion after the conference.

##### Forbes Expo, Workshops & Presentations

- Respondents indicated that, on average, close to three quarters of the people they spoke to (73%) were very interested in their product or service, and that all of the people they spoke to had gained new information from their exhibit.
- Respondents indicated that climate change is a considerable concern, rating it in a range of 3.8-3.9/5 in terms of importance (across workshop and presentation survey respondents).
- Evidence that fuel and energy is a significant concern (4.2-4.4/5) across workshop and presentation survey respondents.
- The coordinating committee felt that the event had achieved the outcome of increased awareness in many members of the community and planting the seed as to the practical applications of, and solutions provided using, alternative energy.

### Achievements against O2: Improved access to regionally specific climate change information

#### Mini Expos

- Nine mini expos were held to deliver information to smaller communities across the Central West, with an estimated audience of over 1500 in total (where attendance numbers were able to be collected).
- A good cross section of organisations were involved as exhibitors.
- The Mini Expos were valuable in providing new information and raising awareness of ways people can live more sustainably, with the percentage of increased awareness amongst respondents ranging from 53-92% (at those expos where surveys were able to be conducted).
- Exhibitors gained good exposure to potential customers, with survey respondents noting that they spoke to on average 50 people at each Expo. Respondents rated that between 64-83% of all people they had spoken to had gained new information from their exhibit.

#### Energise Central NSW 2011 – Alternative Fuel & Energy Conference (Cowra)

- The events were successful in attracting the desired audience. 150 people attended the conference, with delegates drawn from key sectors (and ones significantly impacted by climate change and rising fuel and energy costs). Between 250-300 people attended the Expo held in conjunction with the local Farmers' Markets.
- Overall the Expo was considered useful by most Exhibitors who responded to the survey, with the average usefulness rating at 3.6/5. Expo exhibitors who responded to the evaluation survey indicated that over four fifths of the people they had spoken to (83%) had gained new information from their exhibit.
- Conference presentations were considered to be useful with five out of the ten presentations scoring over 4/5 in terms of usefulness, whilst the lowest rating was only 3.6/5.
- Good media coverage was generated from the event (WIN News, ABC Central West and Cowra Guardian)

#### Forbes Expo, Workshops & Presentations

- Attraction of an appropriate and sizeable audience to both the expo and the workshops. Overall, between 350 and 400 people attended the expo and around 70 people attended the workshops.
- The delivery of useful information.
  - Average usefulness to Exhibitors, rated as 3.6/5.
  - Average usefulness of Presentations to attendees, rated as 3.5/5 and above.
  - Average usefulness of Workshops to attendees, rated as 4.8/5, with 92% of respondents indicating that they had learnt something new.
- The events in Cowra and Forbes provided access to a range of highly qualified and reputable experts.



## THAT'S A GOOD IDEA! – CLIMATE ADAPTATION

Achievements against O4: Community has a positive “feel good” attitude about potentially changing their behavior with regards to climate change

### Mini Expos

- Responses suggest that people felt encouraged to take new or further action as a result of their increased awareness (96% Parkes, 89% Condobolin, 89% West Wyalong, 80% Crookwell).

### Energise Central NSW 2011 – Alternative Fuel & Energy Conference (Cowra)

- Strong community interest and support for action. Respondents overwhelmingly agreed that the conference highlighted opportunities for regional communities (94% of respondents), including the development of sustainable fuels and energies (79% of respondents).
- Strong interest shown from community members to provide input at the conference and the positive community feedback after the event.
- Identified application. Some representatives of local government identified potential applications of the technologies presented to current situations and outlined concrete steps for progression.
- Three weeks after the conference, two companies submitted proposals on ways to implement alternative fuel and energy projects within the Cowra Shire.

### Forbes Expo, Workshops & Presentations

- Community support for action. Almost all respondents (95%) agreed that the presentations highlighted opportunities for the development of sustainable fuels and energy within their community. Exhibitors rated at 32% the average percentage of people likely to act on information from exhibits.
- Interest in access to trial sites for some of the technologies discussed indicated a genuine desire to pursue local implementations.

### OUTPUT 6: ENERGY RESILIENCE

In December 2011, Centroc sought an extension to the TAGI Climate Adaptation program, to deliver further programming in the area of Energy Resilience (through renewable energy development). The extension was granted with the Energy Resilience component forming a new output area (Output 6).

The sub-projects of OUTPUT 6: Energy Resilience are:

- Project A16: Renewable and Distributed Energy Plan Pilot and Regional Framework; and
- Project A18: Parkes Community Renewable Energy partnership

#### A16: Renewable and Distributed Energy Plan Pilot and Regional Framework

This project comprised two phases:

- Firstly, the project aimed to develop renewable and distributed energy plans for four smaller pilot councils – Cowra, Forbes, Young, Wellington and for the councils forming the Bathurst Orange Dubbo Alliance (BOD).
- Secondly, the project aimed to extend the work completed for the pilot councils, linking it with the significant work already undertaken by Parkes Shire Council and the Bathurst Orange Dubbo Alliance, to produce a regional framework for renewable and distributed energy planning.

The aims of the pilot are to:

- Have councils adopt the plans with a commitment to implement the recommendations when funds become available.
- Raise awareness with other Centroc member councils and their communities of climate adaptation and mitigation options.
- Provide access for all member councils to the collective investment in renewable energy planning, through the regional framework, aiming to enable renewable energy installations across the region.

At the time of writing, this project had not been completed. The project had delivered:

- draft plans to all seven councils involved;
- a financial analysis toolkit for use in decision making; and
- a draft regional framework.

#### A18: Parkes Community Renewable Energy partnership

This project also comprised two phases:

- A major expo in Parkes Shire to inform the Parkes community about the extensive work undertaken by Parkes Shire Council in installing Solar Photovoltaic (PV) panels on council buildings and to test community interest in a council facilitated solar panel procurement for residential homes in the Parkes Shire.

- Based on community support for the council facilitated solar panel procurement, the next phase of the project was to develop and implement a workable procurement model.

### The aims of this project are to:

- Deliver one round of procurement to the Parkes community.
- Raise awareness within all 17 Centroc members of the options available to councils with regard to council-community partnerships around renewable energy.

At the time of writing, this project had not been completed, however, the program had been successful:

- in securing interest from the community to install solar PV cells to reduce electricity consumption, (interest well above that expected - 270 members of the community registered for the program);
- in producing a procurement model that can now be taken forward in other communities or for other types of council facilitated bulk procurement; and
- as a demonstration of Parkes Shire Council's strong leadership in this area.

A Sydney based supplier has now been engaged for the current program (Horizon Solar) and some local installation contractors have been nominated as partners to the program. Parkes Shire Council has also committed to monitoring the installation process with a point of contact being made available at Council and three and six monthly follow-ups planned.

Detailed achievements against top level key performance indicators identified in the Business Plan and anticipated program outcomes are included at the end of this section.

## Assessment and considerations for future programming

At the time of writing this report, the Distributed Energy Planning project had delivered draft plans to all seven councils involved, including a financial analysis toolkit for use in decision making.

Regarding the project process:

- all staff interviewed understood that the data collection process would be time consuming and complicated, though a few indicated that more work was required than expected;
- six out of nine staff believed that there was sufficient consultation with council staff to develop priorities, with the remaining staff unsure; and
- some concerns were raised about the effectiveness of structuring the project to include both large and small councils with very different needs.

Regarding the output:

- three of the smaller pilot councils had expressed considerable satisfaction with the plans produced and had identified actionable recommendations; whilst
- the larger BOD councils had commissioned further work to complete their plans.

On a positive note, interviews with council staff suggest that if the funding is available, recommendations will be progressed. However, for those councils constrained financially, the key to progressing implementations will be finding the budget to fund the energy audits required as a first step to getting "grant ready" for further works.

## PROGRAM EVALUATION REPORT

### Positive elements of the consultation process were:

- workshops and the time taken by consultants to provide explanations;
- weekly Webex meetings with Arup and all councils;
- data templates that were provided; and
- the involvement of both large and smaller councils in the one process has facilitated some flow of information (mentoring and advice) to the smaller councils.

Some of the considerations for future planning aim to reduce the impact of the data collection process. These include:

- better resourcing at council end;
- provision of better data templates and explanations around data requirements; and
- consultant provision of more extensive on-ground assistance during data collection.

More extensive consultation with council staff to allow for a better understanding of council needs was also desired, whilst some concerns were raised about the effectiveness of structuring the project to include both large and small councils with very different needs.

The project also aimed to develop a regional framework to provide access for all member councils to the collective investment in renewable energy planning and to enable renewable energy installations across the region. A regional framework has been produced but has not been evaluated at this point in time. In the meantime, the promotion of this work through events like the Centroc Summit, has generated widespread interest and commitment to investigating actions to improve energy management. Finalising and evaluating the regional framework will be an important first step in supporting other councils in investigating potential energy management improvements. Alongside this, work being undertaken to produce options for sites across all Centroc councils (using the Financial Analysis Toolkit) is a starting point for other Centroc member councils to become "grant ready" for grant funded options available now and in the near future.

The Parkes Community Renewable Energy Partnership project has also been successful in raising awareness across the region of ways in which renewable energy options can be supported. A lot has been learnt from this process and whilst there were some initial teething problems and delays, no major obstacles arose. The learnings should inform any future developments of similar council-community procurements. To this end, the following suggestions have been made:

- In order to truncate the process, one idea was to reverse the process, identifying a supplier first with pricing potentially determined in bands, and then taking a defined program to the community.
- Perhaps incorporate some small fee per installation (to be covered by the supplier) to allow Council to recover costs associated with setting up the facility.

Given the delays experienced in this project, considerations for the process around communicating with the registered community members were noted as follows:

- Ensuring that the community is fully aware of the process being undertaken early and Parkes Shire Council's involvement in the process.
- Providing regular updates on the process on the Parkes Shire Council website.

- Providing a more comprehensive FAQ document.
- Engaging in more regular contact with the registered community members.

All in all, the bulk buy process has the opportunity to reinforce Council's position of leadership in this area, especially if adequate attention is given to monitoring and ensuring community satisfaction with the installation process. It may also pave the way for other bulk purchase style projects for the community.

Ultimately, both the Distributed Energy Planning project and the Parkes Community Renewable Energy Partnership project should increase community resilience across the Centroc region as renewable energy installations take pressure off the grid shutterstock\_29414125 and provide some insurance against increasing energy costs.

## Achievements against key performance indicators

The following tables present a summary of the achievements against top level key performance indicators for the output.

### Achievements against KPIs

| Key Performance Indicator  | Target | Result   |
|--|--------|--|
| Plans are produced for pilot councils  | 7      | 7  |
| Number of Centroc members actively engaged in renewable and distributed energy   | 14/17  | 8 actively engaged with the balance now starting the process <sup>13</sup> |
| Number of Centroc members committed to, if not undertaking action on renewable energy by the end of the program                      | 10/17  | 8 actively engaged with the balance now starting the process               |
| Attendance at Parkes Expo  | 400    | 150  |
| Number of households expressing interest in bulk renewable procurement at Expo and through promoted Parkes Solar Communities program | 25     | 270 – an outstanding achievement   |
| One round of renewable energy procurement progressed   | 1      | 1  |
| Number of Centroc members with a raised awareness of options available for council community partnerships around renewable energy    | 17/17  | All <sup>14</sup>  |

<sup>13</sup> The work being undertaken to produce options for sites across all Centroc councils is the starting point for these councils to become "grant ready". This work will be complete by the end of the program.

<sup>14</sup> Discussed at the Summit session on distributed energy which representatives from 12/17 Centroc councils attended. Also discussed at Centroc's Board meeting in August 2012 and General Managers' Advisory Committee meeting in November 2012.

## PROGRAM EVALUATION REPORT

### Achievements against anticipated outcomes

The Climate Adaptation Program Business Plan identified four whole of program outcomes, all of which relate to this sub-project.

|    |  |   |
|----|--|---|
| 01 | Increased recognition of local impacts of climate change across councils, their partners and communities.                | ✓ |
| 02 | Improved access to regionally specific climate change information.   | ✓ |
| 03 | Risk regarding climate change is better understood and managed by Councils.  | ✓ |
| 04 | Community has a positive "feel good" attitude about potentially changing their behaviour with regards to climate change. | ✓ |

The following tables present a summary of the achievements against each outcome area.

#### Detailed Achievements

##### Achievements against 01: Increased recognition of local impacts of climate change across councils, their partners and communities

- Seven councils involved in the Distributed and Renewable energy planning work.
- Commitment of resources to the Distributed and Renewable energy planning work. Despite a major impact on workloads, Council staff still felt they were able to deliver the data required. For the smaller councils, the total hours spent collecting data ranged from 30-90 hours. For the BOD councils, the total hours spent collecting data ranged from 40-70 hours.
- The Arup consultant noted, in relation to the overall consultation process, that they generally had access to the right people, however, in some councils the role / position that would have been most useful did not exist. In general, the consultant was pleased with the response from councils.
- Summit session on energy:
  - 92% of respondents to evaluation survey indicated that they were encouraged to investigate actions to improve their own or their organisation's management of energy, water and waste as a result of the session (overwhelming majority of delegates to the Summit were from local government in the Centroc region)
  - All respondents indicated that there was an increased likelihood of council action on renewable energy options in the region as a result of the DEP work being undertaken
- Parkes Community Renewable Energy Partnership was supported by 270 members of the community

## THAT'S A GOOD IDEA! – CLIMATE ADAPTATION

### Achievements against 02: Improved access to regionally specific climate change information

- Distributed and Renewable energy planning work - The staff interviewed from the smaller pilot councils:
  - indicated that the draft plan was easy to understand and that it provided appropriate and useful content (Ratings ranged from 3/5 to 5/5).
  - generally felt that their plans did provide adequate guidance for decision making.
- Arup workshop feedback - overall feedback about the financial analysis toolkit had been very positive
- Summit session on energy:
  - increased awareness of options for renewable energy and energy efficiency for all survey respondents.
- Parkes Community Renewable Energy Partnership: For the community, Parkes Shire Council as a neutral party, has provided assurance over the quality of the product and has reduced the risk associated with it.

### Achievements against 03: Risk regarding climate change is better understood and managed by councils

- Distributed and Renewable energy planning work - The staff interviewed from the smaller pilot councils reported that at least some of the recommendations were actionable in the short to medium term.
- Summit session on energy:
  - 92% of respondents to evaluation survey indicated that they were encouraged to investigate actions to improve their own or their organisation's management of energy, water and waste as a result of the session (overwhelming majority of delegates to the Summit were from local government in the Centroc region)
  - All respondents indicated that there was an increased likelihood of council action on renewable energy options in the region as a result of the DEP work being undertaken
- Parkes Community Renewable Energy Partnership:
  - A Request for Tender (RFT) process was undertaken to identify a suitable PV cell supplier / installer.
  - A Sydney based supplier has been engaged for the current program (Horizon Solar) and some local installation contractors have been nominated as partners to the program. Parkes Shire Council has also committed to monitoring the installation process with a point of contact being made available at Council and three and six monthly follow-ups planned.

### Achievements against 04: Community has a positive "feel good" attitude about potentially changing their behaviour with regards to climate change

- Summit session on energy:
  - 92% of respondents to evaluation survey indicated that they were encouraged to investigate actions to improve their own or their organisation's management of energy, water and waste as a result of the session (overwhelming majority of delegates to the Summit were from local government in the Centroc region)
  - All respondents indicated that there was an increased likelihood of council action on renewable energy options in the region as a result of the DEP work being undertaken
- Parkes Community Renewable Energy Partnership was supported by 270 members of the community

### COLLABORATIONS AND NETWORKS UTILISED

Many of the successes of the program can be attributed to effective collaborations and the utilisation of existing networks. These are summarised for each Output area below.

#### Output 1 – Regionally specific understanding and communication of climate change adaptation

##### Options Paper:

The development of the Options Paper drew on a wide range of information and latest thinking on several dimensions of regional resilience. Information and case studies were sourced from:

- Australian Federal Government publications and websites
- Reference sites
- Private organisations
- Environmental and scientific journals
- Environmental conferences
- Local, national and International media
- Centroc member councils
- Energy utilities
- Government funded organisations
- Community organisations

##### Regional communications:

- Stories for the Shiny Halo Blog were sourced from a wide network of contacts in the community including Centroc member councils, Catchment Management Authorities, individuals, farm businesses, non-farm businesses, schools, landcare and conservation groups, and artists. The blog site also relied on collaborations with local free-lance journalists.
- The development of the Carbon Forest Advice involved consultation with key personnel from the "Regensis" project (partnership between Blacktown City Council and Liverpool Plains Shire Council) and Aurora Research.
- The Weather Report publication sourced information from several Australian Federal Government sites, reference websites, private organisations, science publications, Government funded science organisations and local and national media.
- The development of the Electric Vehicle report drew on consultations with ChargePoint Australia (vehicle charging infrastructure providers); Rouse Hill Town Square; and Origin Energy – Electric Vehicle Management. It also involved a small delegation of representatives from Centroc member councils attending a day long session in Sydney to investigate the realities of the EV recharge networks.



### Centroc Summits:

- The 2010 Summit was able to bring together expert speakers from the environment, university, business and government sectors (State and Federal). Additionally, the Public Expo held alongside the Summit attracted exhibitors from businesses, community organisations, utilities and educational institutes operating in the arena of alternative energies, and products and services related to sustainability.
- The 2012 Summit was able to bring together expert speakers from the local government (providing case studies), State government, Not-For-Profit, business including local business, arts and tourism sectors.

### Community Food Security:

Key collaborators included:

- Julia Andrews, local food producer and freelance journalist
- Kim Currie, local food enthusiast and promoter
- Community gardens
- Central NSW Tourism
- Dr Christopher Warren, Director, The International Centre for Responsible Tourism
- Louise Kelly, Hearts and Minds consultancy
- Central NSW Tourism region tourist offices

## Output 2 – Tackling climate change through risk management

Key collaborators included:

- Local Government and Shires Association (LGSA)
- Statewide Mutual and its consulting arm Echelon
- Grahame Collier of T-Issues Consultancy
- TAGI Risk Management Team (ERM team)

Though work did not progress as desired with the cross silo climate change committees, Parkes Shire Council and Cowra Shire Council did commit time and resources to this project. To inform the work undertaken, Rachael Young drew on resources from SustainableNet, LGSA and other personal networks.

## Output 3 – Business climate action packs and forums

Key collaborators to the Business Energy Efficiency workshops included:

- Central West Catchment Management Authority
- Central design and Engineering (CDE Energy) – audit partner
- Bathurst Orange Dubbo Alliance
- Essential Energy
- Oberon Shire Council

## PROGRAM EVALUATION REPORT

- Bathurst Regional Council
- Young and Cowra Shire councils were also involved though their business workshops were cancelled due to low registrations

The Business Energy Efficiency workshops promoted NSW government subsidy programs Energy Efficiency for Small Business (EEFSB) and Sustainability Advantage (SA).

Key collaborators to Shiny Halo Street, Millthorpe included:

- Central West Business Chamber
- Millthorpe Business Committee
- CDE Energy

Again, the program sought to promote the EEFSB program. Worm farms provided as part of this program were sourced from Worms Downunder.

### Output 4 – Library Adaptation / Tree Exchange

Stories for the Shiny Halo Blog were sourced from a wide network of contacts in the community including Centroc member councils, Catchment Management Authorities, individuals, farm businesses, non-farm businesses, schools, landcare and conservation groups, and artists. The blog site also relied on collaborations with local free-lance journalists.

Key collaborators for the tree planting days were:

- Central West Catchment Management Authority – in the role of overall coordination
- Rahamim Ecological Learning Community, Bathurst at which one planting day was conducted
- Parkes Shire Council
- North Parkes Mine
- Lachlan Catchment Management Authority
- Cowra Shire Council
- Orange City Council
- Lithgow City Council

Trees for planting days were provided by:

- Springvale Farm Trees
- Oz Plants Cowra
- Windyhill Nursery Orange
- Lithgow and Districts Community Nursery

### Output 5 – Carbon Expos

The key collaboration to deliver the mini expos was with Lachlan Catchment Management Authority.

Exhibitors were attracted from:

- Peak community groups
- Local government
- Environmental organisations
- Businesses operating in the environmental / sustainability arena

The key collaborators for the Cowra events were:

- Cowra Shire Council
- Lachlan Catchment Management Authority
- Cowra Shire's Natural Resource Management (NRM) Advisory Committee

An event coordinator was employed to manage the Cowra event.

The Cowra conference secured expert speakers from the environment, university, farming, business and government sectors.

The public expo attracted exhibitors from peak community groups, government, environmental organisations and several businesses operating in the environmental / sustainability arena.

The key collaborators for the Forbes event were:

- Forbes Shire Council
- Lachlan Catchment Management Authority

The public expo attracted exhibitors from peak community groups, government, environmental organisations and several businesses operating in the environmental / sustainability arena.

### Output 6 – Energy resilience

The key collaborators to the distributed energy planning work were:

- Pilot councils – Young, Cowra, Forbes and Wellington Shire councils
- Bathurst Orange Dubbo (BOD) Alliance councils

The consulting group Arup was appointed to undertake the planning work.

The key collaborator to the Parkes Community Renewable Energy partnership work was Parkes Shire Council.

External consultant, Simon Wright (Simply Sustainable) and the Institute for Sustainable Futures were engaged to provide some review of responses to tender.





## FINAL REFLECTIONS THROUGH PROGRAM WRAP-UP DATA

### Methodology for collecting program "wrap-up" data

Survey with delegates to Centroc Summit 2012  
Interviews with key stakeholders  
Interviews with Centroc program management

### Findings of final evaluation surveys and interviews

Program wrap-up survey  
Council stakeholder interviews  
Catchment management authority stakeholder interviews  
Interviews with Centroc program management

# METHODOLOGY FOR COLLECTING PROGRAM "WRAP-UP" DATA

Program "wrap-up" data was collected in two ways:

- via a brief survey conducted with delegates to the Centroc Summit in November 2012; and
- via a series of brief interviews with key stakeholders and program coordination staff.

## Survey with delegates to Centroc Summit 2012

The timing of the Centroc Summit in November 2012, close to the completion of the TAGI Climate Adaptation program, provided an opportunity to obtain feedback on the influence of the program on current sentiment about climate change and sustainability issues.

Survey questions assessed:

- the importance of sustainability and climate change issues to the respondent or respondent's organisation and how that had changed over the past three years;
- the main factor influencing the respondent's current understanding of climate change and sustainability issues;
- the influence of individual program elements on the respondent's current understanding of climate change and sustainability issues; and
- the top sustainability issues for the respondent's organisation and challenges in addressing these issues.

The survey questionnaire is included in Appendix A.

## Interviews with key stakeholders

The key stakeholders approached for interview comprised:

- selected general managers from Centroc member councils;
- selected representatives of Centroc member councils where involvement in the program had been significant; and
- selected collaborators to the program from Catchment Management Authorities (CMA).

Where appropriate, interviews firstly posed some of the questions in the wrap-up survey above, and then went on to flesh out the detail around some of these questions. Interview guidelines are included in Appendix B.

## Interviews with Centroc program management

Interviews were conducted with:

- Rachael Young<sup>15</sup>, TAGI Climate Adaptation program coordinator and Centroc Sustainability Programs Manager; and
- Jenny Bennett, Centroc Executive Officer

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<sup>15</sup> Rachael left this position in June 2012, but was contacted for final reflections in November 2012.

### Note:

Despite the fact that the TAGI Sustainability team members were nominated in the Business Plan as forming the project team for the Climate Adaptation program, advice from Rachael Young is that for the most part, they did not engage actively in the program. Some of the reasons for the reduced engagement were:

- Loss of some key staff
- Competing / time demands on staff
- Some changes made to the Sustainability forum at the team's recommendation, but which ultimately lowered attendance.

For this reason, the Sustainability Team members were not selected as a particular group for interview, however, some of the members may have been interviewed in the Council stakeholder group.

## FINDINGS OF FINAL EVALUATION SURVEYS AND INTERVIEWS

### Program wrap-up survey

#### Survey respondents

Twenty-one out of 87 delegates to the Summit (not including speakers and Centroc coordination team) responded to the program wrap-up survey, a response rate of 24%. Survey respondents were primarily from Local Government (86%), with the remainder hailing from industry, community and the Not-For-Profit sector.

It should be noted that due to the relatively small sample size achieved, results are indicative only and cannot be generalised to the whole delegate group.

#### Status of the climate change and sustainability issues

The survey sought to gauge the status of both the climate change and sustainability issues and also determine the change in status of these issues over the past three years.

As an overall indication of the status of these issues, survey respondents were asked to rate the importance of each issue for their organisation. A scale of 1 to 5 was used with 5 indicating highest importance and 1 indicating least importance. Respondents were then asked to indicate whether this represented an increase in importance, a decrease in importance or no change in importance over the past three years. The table below shows the results of these questions and also includes a comparison to the same climate change question posed at the 2010 Summit.

| Issue          | Average rating 2012 | Average rating 2010 | % ↑ importance* | % ↓ importance* | % remained same* |
|----------------|---------------------|---------------------|-----------------|-----------------|------------------|
| Climate Change | 3.1/5               | 4.0/5               | 33%             | 10%             | 43%              |
| Sustainability | 4.0/5               | Not measured        | 57%             | 5%              | 24%              |

\* percentages do not add to 100% due to non-response to this question by three respondents

Respondents to the survey conducted in 2012 expressed less concern about climate change (3.1/5) than with the overall issue of sustainability (4.0/5). A comparison between survey responses from the 2010 Summit and the 2012 Summit, also indicate a decline in importance for the "climate change" issue. This is likely to reflect, in part, the broader shift in discourse in the last couple of years away from climate change towards sustainability, especially in the context of increasing energy prices. However, the two issues are inter-related, and the healthy concern for sustainability is encouraging.

#### Main factor influencing understanding of climate change and sustainability issues

Respondents were asked to comment on the main factor influencing their current understanding of climate change and sustainability issues. Fourteen respondents to the survey provided comment, with the most common factor reported being the rising cost of energy and the related communication around the economics of energy efficiency and renewables. Other factors noted included:

- climatic conditions including drought and other extreme weather events;
- elements of the Centroc program;



- priority given to this area by council; and
- the lack of consensus and debate over the science.

### Influence of individual program elements

Respondents were asked to comment on the influence of individual program elements on their current understanding of climate change and sustainability issues. For each program element tested, respondents were asked to indicate the level of influence on a scale of:

- No influence
- Yes, a small influence
- Yes, a reasonable influence
- Yes, a large influence

An option of "Unsure" was also provided.

The program elements tested and the number of responses for each element are shown below:

| Program element   | Number of responses |
|---|---------------------|
| Carbon Expos in collaboration with Lachlan Catchment Management Authority (CMA) | 18                  |
| Business Sustainability workshops in collaboration with Central West CMA        | 17                  |
| Shiny Halo Street – Millthorpe  | 15                  |
| Shiny Halo blog site  | 15                  |
| Community tree planting days in collaboration with Central West CMA             | 17                  |
| Local Government climate risk management workshops                              | 17                  |
| Weather Report publication  | 18                  |
| Centroc Summit 2010 + public expo   | 16                  |
| Post Summit 2010 work in distributed energy planning                            | 16                  |
| Post Summit 2010 work in village revitalisation                                 | 16                  |
| Centroc Summit 2012   | 17                  |

An option for other elements was also provided.

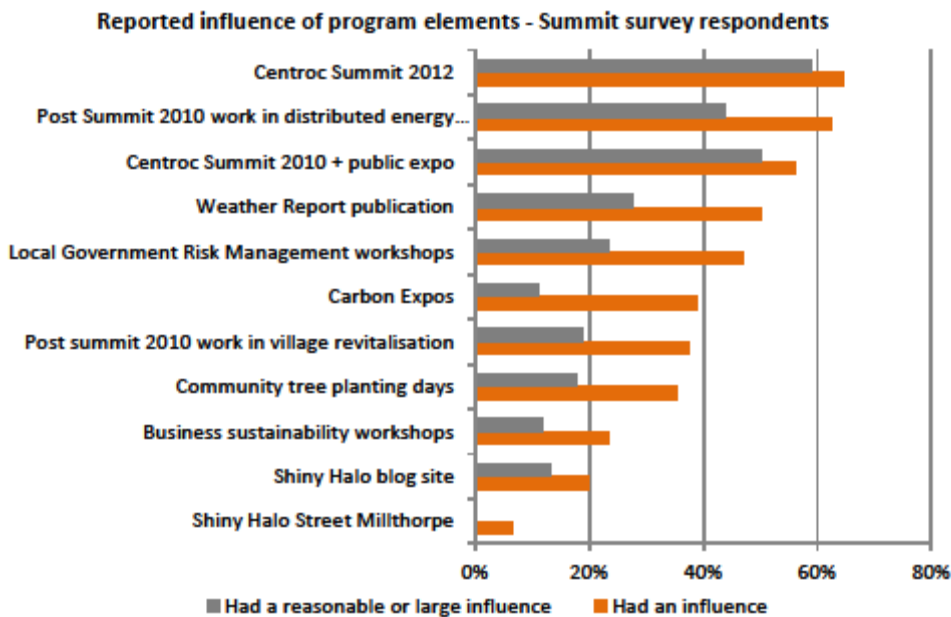
Given the diversity in program elements and associated target audiences, it was encouraging that each program element tested was reported to have had some influence on at least one respondent. Furthermore, all program elements bar one were reported to have had some influence on at least 20% of respondents.

The program elements that were reported as having the largest influence were:

- Centroc Summit 2012 (65% with some influence, 59% with a reasonable or large influence)
- Post Summit 2010 work in distributed energy planning (63% with some influence, 44% with a reasonable or large influence)
- Centroc Summit 2010 + public expo (56% with some influence, 50% with a reasonable or large influence)

The chart overleaf shows the reported influence of all program elements.

## PROGRAM EVALUATION REPORT



### Looking forward

Respondents were asked to comment on the top three sustainability issues for their organisation and the challenges they face in addressing these issues. Thirteen respondents to the survey provided comment, with the most common issues reported being:

- reducing energy consumption and improving energy efficiency in the face of rising energy costs (9 responses);
- water security and related water quality issues (5 responses); and
- waste management (4 responses).

Other issues reported included supporting the business community; demonstrating responsible leadership; landcare and food security issues; supporting population; raising community awareness; dealing with old building design; dealing with the volumes of information available; and balancing the needs of financial management with resource sustainability.

Comments regarding challenges in addressing these issues included:

“community apathy”

“technical expertise”

“the take up of change in regional culture”

“having the information to make informed decisions - available options and costings”

“education”

“funding”

“staff availability and resources”

“ability of business owners to cope with change, knowing where and how to start”

“getting accurate information”

“grants for consumers wanting to get involved”

### Summary

The majority of respondents to the program wrap-up survey reported that the main factor influencing their current understanding of climate change and sustainability issues was the rising cost of energy and the related communication around the economies of energy efficiency and renewables. In line with this, the elements of the TAGI Climate Adaptation program reported to have had the largest influence were:

- The Centroc Summits (2010 and 2012) which had a considerable focus on energy; and
- Post Summit 2010 work in distributed energy planning.

Encouragingly, several elements of the program were acknowledged as having had at least a moderate influence on current understanding.

The importance of the dialogue around energy can also be seen in the shift in importance away from “climate change” as an issue to “sustainability” as reflected in the survey responses.

Going forward, energy consumption and energy efficiency issues followed by water security and waste management, were nominated as the top sustainability issues. The main challenges in addressing these issues were information, education and funding related.

## Council stakeholder interviews

Selected general managers and council staff were approached to provide feedback on the overall TAGI Climate Adaptation program. Interviews were completed with:

- David Sherley, General Manager and Deborah Taylor, Sustainability Strategy Officer – Bathurst Regional Council
- Brad Byrnes, Manager Governance and Corporate Planning – Parkes Shire Council
- Roger Bailey, General Manager – Lithgow City Council
- Paul Devery, General Manager – Cowra Shire Council
- George Cowan, General Manager – Lachlan Shire Council
- Jon Francis, Water Treatment Manager – Orange City Council
- Peter Vlatko, General Manager – Young Shire Council
- Garry Styles, General Manager – Orange City Council

As mentioned in the methodology above, where appropriate, interviews included questions from the wrap-up survey conducted with Summit delegates. The results are shown below.

### Status of the climate change and sustainability issues

Council stakeholders expressed less concern about climate change (2.6/5) than with the overall issue of sustainability (3.9/5). Despite this, 3/8 Council stakeholders indicated that climate change had increased in importance to their organisation whilst 4/8 suggested the importance level had not changed in the past three years. Sustainability issues were perceived as more important and had generally increased in importance over the past three years.

| Issue          | Average rating 2012 | % ↑ importance* | % ↓ importance* | % remained same* |
|----------------|---------------------|-----------------|-----------------|------------------|
| Climate Change | 2.6/5               | 3/8 (38%)       | 1/8 (13%)       | 4/8 (50%)        |
| Sustainability | 3.9/5               | 7/8 (88%)       | 0%              | 1/8 (13%)        |

### Main factor influencing understanding of climate change and sustainability issues

Council stakeholders were asked to comment on the main factor influencing their current understanding of climate change and sustainability issues. Of the eight council staff interviewed, three made specific mention of Centroc programming, including the role of Rachael Young as Sustainability Programs Manager and the Centroc Summits.

Other factors noted included:

- Clean Energy Future legislation;
- general media around climate change and sustainability which influence community expectations;
- work done by the Lachlan CMA;
- drought and associated impacts on water supply;
- Federal Government's Murray Darling Basin Study;

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- work undertaken by the Bathurst Orange Dubbo Alliance including work with Statewide Mutual; and
- the local government reform agenda with regard to amalgamations and the need for service delivery across a broader geographic area; as well as requirements for triple or quadruple bottom line reporting.

### Influence of individual program elements

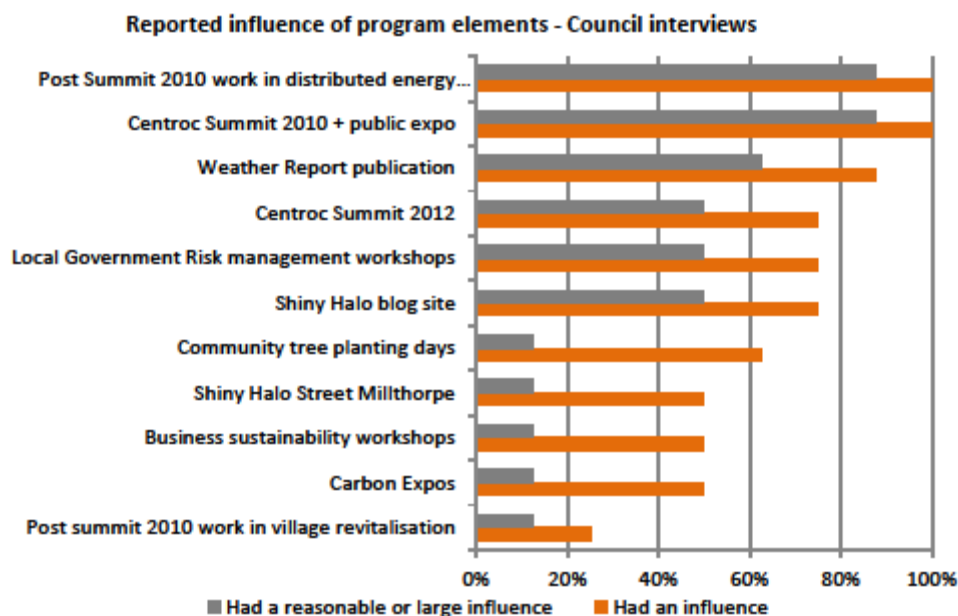
Council stakeholders were asked to comment on the influence of individual program elements on their current understanding of climate change and sustainability issues. All eight stakeholders provided responses.

Each program element tested was reported to have had some influence on at least one respondent.

The program elements that were reported as having the largest influence were:

- Centroc Summit 2010 + public expo (8/8 with some influence, 7/8 with a reasonable or large influence)
- Post Summit 2010 work in distributed energy planning (8/8 with some influence, 7/8 with a reasonable or large influence)
- The Weather Report publication (7/8 with some influence, 5/8 with a reasonable or large influence)

The chart below shows the reported influence of all program elements.



## PROGRAM EVALUATION REPORT

Interview questions then looked to flesh out the detail around influences, future commitments and challenges related to sustainability.

### Other influences on understanding of climate change and sustainability issues

Council stakeholders were asked what other programs, events and conditions had influenced their current understanding of climate change and sustainability issues. New factors mentioned included:

- TAGI Sustainability Forum – a Centroc initiative
- Salinity and Water alliance
- Natural Resource Management planning
- Bathurst Orange Dubbo Alliance Environmental Sustainability action Plan
- Energy prices
- E21 software roll-out across region – a Centroc initiative
- Climate change modelling around water supply – Centroc Water Study

### Most significant changes related to sustainability

Council stakeholders were asked to identify the most significant changes related to sustainability that had been made over the past three years. Council stakeholders reported varying levels of action including:

- changes designed to aide improved measurement of energy use;
- changes to better resource the sustainability cause;
- changes in asset and resource planning; or
- implementations of renewable energy.

Sample comments included:

“staffing and funding of the environmental department - went from 1.5 FTE to 4.5 FTE jobs in 5 years”

“formed resource efficiency team”

“collecting and measuring data more effectively via Planet Footprint”

“installations of renewable energy”

“energy audit and recycling work”

“employment of Sustainability Officer”

“programs around energy use reduction and sustainable use of water”

“Raised profile of water demand management and energy management”

“asset management planning – lifetime management of assets”

“establishment of energy action team through BOD Alliance”

“Energy saving work”

Council stakeholders were then asked to what extent the Centroc TAGI Climate Adaptation program had influenced these changes. All stakeholders acknowledged at least some influence as follows:

- 3/8 – small influence
- 4/8 – reasonable influence
- 1/8 – large influence

Furthermore, stakeholders directly attributed the following developments to work carried out by Centroc:

- Distributed energy planning work
- Installations of renewable energy
- Energy audit and E21 implementation
- Waste depot work
- Recycling
- Centroc water study – modeling the impacts of climate change

### Commitment to future improvements in sustainability

Council stakeholders were asked to describe their organisation's level of commitment to future improvements in sustainability. The results were as follows:

- 0/8 – Very little commitment
- 2/8 – Low level of commitment
- 4/8 – Moderate commitment
- 2/8 – Strong commitment

For 7/8 stakeholders interviewed, this represented an increase in commitment over the past three years. Furthermore, both stakeholders identifying a low level of commitment commented that they were looking to improve this.

Stakeholders were asked to provide evidence (examples) of this commitment. Examples from those indicating a moderate commitment included:

- Establishment of urban waterways management plan
- Participation in Environmental Sustainability action Plan
- Resource allocation to Sustainability team
- Use of technology to reduce costs including paper
- Implementation of latest asset management software
- Establishment of ten year financial plans
- Resource allocation to the role of Manager, Environmental Services
- Environmental awareness and protection of the natural environment incorporated into the LGA's strategic plan

## PROGRAM EVALUATION REPORT

- Support of local environmental groups and community initiatives
- Providing environmental education to staff, elected members and community
- Improving recycling operations
- Resourcing around energy efficiency programs

Examples from those indicating a strong commitment included:

- Actions related to distributed energy planning and installations
- Current advertising for a Sustainability officer position
- Priority given to asset management planning and energy management
- Incorporation of sustainability principles into policy including procurement

As a further indication of awareness around the linkages between climate change and sustainability, stakeholders were asked to comment on the degree to which climate change needed to be considered in planning for the sustainability of their organisation. The majority of stakeholders interviewed indicated that climate change needed to be considered to at least a reasonable extent. Results were:

- 0/8 – Not at all
- 1/8 – to a small extent
- 6/8 – to a reasonable extent
- 1/8 – to a large extent

### Looking forward

Council stakeholders were asked to comment on the top three sustainability issues for their organisation and the challenges they face in addressing these issues. The most common issues reported were:

- energy consumption management including state regulation of the sector (7 responses);
- water security issues (3 responses); and
- funding issues (3 responses).

Other issues noted were waterway management; recycling; staffing the area; asset management planning; budget tightening; education and awareness raising; and demonstrating leadership to the community in this arena.

Comments regarding challenges in addressing these issues included:

“Funding in a shrinking climate of State and Federal funding and rate pegging”

“growing expectations from the community across all functions including sustainability”

“issues around the structure of electricity regulation”

“competing priorities”

“getting greater commitment from elected councilors”

“getting greater collaboration”



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“the broader local government reform agenda impacting on the size and structure of local government and on the community’s expectations of service delivery”

“everything that comes with change management”

“additional workload on existing staff”

“capacity building with respect to having the knowledge and resources to assess and implement appropriate energy alternatives”

“resourcing and funding and bringing the community along”

“project vulnerability”

In light of these challenges, stakeholders were asked to describe the kind of support that Centroc could offer to help overcome these challenges. Comments included:

“continuing to lobby for funding”

“coordination of joint tenders and work in strategic areas”

“securing grant funding for collaborative projects”

“employment of expertise within Centroc”

“raising awareness and breeding commitment through events like the Summit”

“regional service delivery – can expand in this space”

“influencing the thinking of State and Federal governments around what the region needs”

“employ resources at Centroc level – change management and energy management expertise”

“seek grant funding and help educate”

### Summary

Council stakeholders expressed less concern about the issue of climate change than the overall issue of sustainability, though the majority indicated that climate change needed to be considered to at least a reasonable extent in planning for sustainability.

Sustainability issues were reported to have increased in importance over the past three years with Centroc programming acknowledged as having influenced this to some degree. In particular the 2010 Summit, work in distributed energy planning and the Weather Report publication were considered at least reasonably influential.

Varying levels of action relating to sustainability over the past three years were reported, with 4/8 councils describing their commitment to future improvements as moderate and 2/8 strong. A further 2/8 councils described their commitment as low but commented that they were looking to improve this.

Going forward, energy consumption management, water security issues and funding issues were nominated as the top sustainability issues. Support from Centroc to progress improvements was needed in terms of:

## PROGRAM EVALUATION REPORT

- lobbying for funding / securing grant funding;
- providing expertise;
- raising awareness; and
- coordinating regional work.

In general, Council stakeholders were highly supportive of the work undertaken through the program. A couple of stakeholders provided final reflections as follows:

“Overall, the Climate Adaptation program has raised awareness, especially with smaller councils”

“Delivered across the region, the program was cost effective for them – would not have been able to be involved to the level they were, if not delivered this way.”

### Catchment Management Authority stakeholder interviews

Key stakeholders from Lachlan CMA and Central West CMA were approached to provide feedback on the overall TAGI Climate Adaptation program. Interviews were completed with:

- Casey Proctor, Catchment Coordinator – Lachlan CMA
- Rod Campbell, Communications Officer – Central West CMA
- Tracey MacDonald, Program Manager Strategy and Planning – Central West CMA

As mentioned in the methodology above, where appropriate, interviews included questions from the wrap-up survey conducted with Summit delegates. The results are shown below.

#### Influence of individual program elements

CMA stakeholders were asked to comment on the influence of individual program elements on their community's current understanding of climate change and sustainability issues.

There were many program elements with which the CMA stakeholders were unfamiliar. For those elements with which they were familiar, those reported to have had the largest influence were:

- Business Sustainability workshops conducted with Central West CMA (3/3 with some influence, 2/3 with a reasonable or large influence)
- Shiny Halo Street Millthorpe (3/3 with some influence, 2/3 with a reasonable or large influence)
- Carbon Expos conducted with Lachlan CMA (2/3 with a reasonable or large influence)

Interview questions then looked to flesh out the detail around community engagement with sustainability and the benefits of collaboration in this program.

#### Community engagement with sustainability

CMA stakeholders were asked to comment on how their communities are engaging with sustainability issues currently. Comments included:

“increasingly well, motivated”

“with the overlap of energy efficiency and sustainability, the understanding is better”

“some farmers are really into it and interested in progressing in the most sustainable way (20-30%), others just running a business”

“medium to large business seem to be engaging quite well, whilst small businesses may not have the space to think about what they could be doing differently”

Majority of community is engaging with sustainability from an environmental perspective – have a production and NRM focus”

“For the business community, resource use efficiency is front and centre”

All three stakeholders reported that sustainability issues had increased in importance to their communities over the past few years. One qualification provided was that:

## PROGRAM EVALUATION REPORT

“Council and CMA surveys suggest that there is declining importance for pure environmental sustainability but that people are actively looking to improve their livelihood sustainability especially with regard to energy use.”

### Benefits of collaboration

CMA stakeholders were asked to comment on the usefulness of collaborations in conducting elements of the TAGI Climate Adaptation program. Lachlan CMA collaborated with Centroc to deliver the Carbon Expos whilst Central West CMA was involved in the Business Adaptation and community tree planting activities.

The stakeholders interviewed all reported that the collaborations with Centroc had been very useful and provided the following comments:

“Centroc is a great driver and comes with the support of member councils”

“Rachael was incredibly helpful especially in terms of input and post event insights”

The outcomes of collaboration beyond the delivery of programming were:

- Raising the question as to how the community can better collaborate with Centroc and the councils
- Developing a better understanding of how to work with the business community
- Identifying gaps that CMAs might be able to fill
- Reducing duplication through partnering to sponsor and promote each other's programs
- Identifying other partners for collaborative work

Improvements suggested for future collaborations included:

- Regional review of community strategic plans to better link Centroc's work with community
- Getting a better understanding of what others are doing to reduce duplication and make collaborations more effective
- More consistent communication
- Development of a more strategic action plan and a more integrated approach

### Looking forward

CMA stakeholders were asked to comment on the areas in which improving sustainability will be most critical for their communities over the next few years and the challenges they face in pursuing this. The most common areas reported were:

- Education and awareness on trends around carbon pollution
- Water quality
- Reducing input costs
- Marketing opportunities related to sustainable business practices
- Access to good information about alternate energy sources and government subsidy schemes

Challenges included:

- The failure of economic models to adequately consider environmental issues
- Having time to consider how to adapt or to make the most out of opportunities
- Finding the most relevant and up to date information
- Financial constraints – making sure subsidies are attached to the right kinds of activities
- Promoting the benefits to the community to encourage widespread adoption.

In light of these challenges, stakeholders were asked to describe the kind of support that Centroc could offer to help overcome these challenges. Comments included:

“Education and capacity building needs to be recurring with election of new councils”

“play a role in distilling credible and useful information”

“providing case studies to help break down the unknown and demonstrate the results of sustainability in practice for local businesses and farming enterprises”

“providing consolidated portals of information”

### Summary

CMA Stakeholders were involved with the delivery of Business Sustainability workshops, Shiny Halo Street Millthorpe and the Carbon expos. They considered that these program elements had influenced the level of understanding of sustainability issues in their communities and reported an increase in the importance of these issues over the past three years.

Stakeholders reported that the collaborations with Centroc had been very useful, especially in:

- bringing the support of Centroc's member councils;
- developing a better understanding of how to work with the business community; and
- reducing duplication of programming and promoting each other's programs.

The areas in which improving sustainability will be most important over the next few years were:

- education, awareness and information;
- reducing input costs;
- water quality; and
- marketing opportunities related to sustainable business practices.

Stakeholders felt that Centroc could help to address these issues by providing education, information and capacity building.

Stakeholders provided the following overall reflections on the program:

“really professional program, work being done was appropriate and showed a lot of insight and experience”

“a great initiative – a lot of effort went into making it innovative – no fear of failure”

### Interviews with Centroc program management

Interviews were conducted with:

- Rachael Young, TAGI Climate Adaptation program coordinator and Centroc Sustainability Programs Manager; and
- Jenny Bennett, Centroc Executive Officer

Interview questions sought feedback on the major successes of the program; most beneficial collaborations; major challenges; what might be done differently and the regional outlook.

#### Major successes

Centroc program managers identified the most successful elements of the program as:

Centroc Summits, which:

- “took the understanding about sustainability through energy into a whole new realm” with ideas presented at the 2010 Summit translated into action by the 2012 Summit;
- led to regional action through distributed energy planning;
- normalised sustainable agriculture through tourism;
- led to grant applications for tourism work identified at the 2012 Summit; and
- provided guidance on a second round of energy work focusing on the nexus between water and energy through the Community Energy Efficiency Program.

One comments about the Summits was that:

“they inspire change and greater levels of action and achieve inspiration for ongoing effort”

The Weather Report publication, which:

- has provide a consistent message; and
- has enabled the build-up of understanding over time.

Shiny Halo Street, Millthorpe which:

- delivered many energy audits, and resulted in many energy saving implementations;
- delivered a good outcome for the business community; and
- was a demonstration to member councils as to how to work with their communities

Carbon Expos, which:

- were reported as beneficial for exhibitors including raising the profile of local environmental businesses; and
- achieved good feedback from members of the community, especially the smaller communities the expos visited.

Climate risk management workshops with local government, which:

- raised the profile of climate change with risk managers;

- has led to the understanding that there needs to be a more integrated approach; and
- has led to the further roll-out of mentoring programs across the region.

Community bulk solar procurement at Parkes, which:

- demonstrated Parkes Shire Council's "can do it" attitude and leadership in the area;
- has allowed for a more open and two-way engagement between council and community; and
- has led to Parkes Shire Council being awarded an LGSA award:

### Communication, Education and Empowerment:

Winner Division A for Sustainable Futures Day

### Most beneficial collaborations:

The most beneficial collaborations were with:

- Parkes Shire Council – *"can do culture"*.
- Millthorpe business committee, which enthusiastically engaged in Shiny Halo Street.
- Lachlan and Central West CMAs, partnering to deliver the Carbon Expos and Business Adaptation program.
- Statewide Mutual (local government insurers).
- Local Government and Shires Association, who provided informal support and promotion.
- Bathurst Orange Dubbo Alliance and their project staff:
  - Useful due to the overlap between many BOD and Centroc projects.
  - Provided Greenhouse Gas Emissions tool for Risk project.
  - Joined together for distributed energy planning work.*"worked hand in glove with this program"*
- Cowra Council and Forbes Councils, who successfully staged the two major expos.
- Distributed Energy Planning Pilot Councils – Cowra, Young, Forbes and Wellington.
- Young Shire Council – leadership through the sponsoring General Manager.
- NSW Environmental Trust, which:
  - Has been supportive through all programs.
  - Has enabled variation and program evolution to a certain extent.
  - Has been aware of the big picture.

### Major challenges:

The major challenges in delivering the program included:

- the large geographic area over which the program operated;
- the diversity of councils involved in terms of scale of operation and culture – what's good for one is not necessarily good for others, however, this was also seen as an opportunity;

## PROGRAM EVALUATION REPORT

- initial levels of commitment from Council staff often not backed up by a capacity to deliver;
- resourcing the program coordination once one out of the two key program personnel left;
- maintaining regular and appropriate contact with partners / collaborators; and
- the need for a longer period of time for some elements of programming to demonstrate their worth, for instance the Shiny Halo blog site.

Comments included:

“resource hungry the whole time”

“Difficult for council staff to make the transition from concept to delivery because they don’t have the time”

### What might be done differently / improved:

Some suggestions for programming in the future were:

- to develop a program with fewer dimensions (perhaps 2-3 focus areas) to make implementation easier;
- to focus on communicating the learnings from the projects to member councils so that they can benefit from it;
- to design projects to run in sub-regions of the Centroc region and consult with subsets of councils to design projects that fit with their needs;
- to get councils to take the lead in community engagement work rather than Centroc;
- to develop strategies to better engage council staff;
- to concentrate efforts on compelling programming that maximizes community involvement and inspires Council to drive this involvement;
- to structure programs to need fewer on-ground staff and to out-source staff where possible;
- to employ “trial and roll-out” approaches where possible – a useful way to iron out issues before implementing region wide; and
- Review methods of engagement with the project steering committee and reference group – this was not so successful for the TAGI Climate Adaptation program.

Despite the project variations allowed by the NSW Environmental Trust, Centroc project managers seek longer term funding to allow projects to evolve and to allow for continuing innovation.

Comments included:

“Need tactical nimbleness to trial things when able to”

“would have like to have started the work in energy earlier”



### Regional outlook:

Comments about the regional outlook are included below.

### Resourcing:

“Centroc has lost some of the soft educational sustainability resource, but will focus on procurement more”

“The focus of sustainability will be built into everyone’s role”

### Regional positioning

“Whole region is now looking at energy efficiency and renewable energy being a feasible option”

“Climate change has now been integrated as an all encompassing issue across council”

“Much better understanding of concepts like resilience, climate change, complexity of how energy works and how the structures of energy work (energy regulator, pricing etc)”

“Positioned to do even more exciting work in energy including off-grid solutions”

“Well positioned to progress bulk buy solar procures – looking to go to tender regionally across Centroc in the next 6 months”

“Looking to tap more into assisting SMEs”

“Exploring LED lighting for street lighting”

“Have much better tools now”

“Water and energy work will be progressed through the Water Energy alliance”

“The Square Deal website will be the home for energy and water – this site is designed to be a dialogue between councils and communities around sustainability”

### Summary

- The Summits, Weather Report publication, Shiny Halo Street Millthorpe, Carbon Expos, Local Government risk management workshops and community bulk solar procurement at Parkes were identified as the most successful elements of the program.
- Centroc program managers identified several extremely worthwhile collaborations during the program, many of which are ongoing.
- Major challenges included the large geographic area serviced, the diversity of councils serviced, on-ground resourcing at the Centroc level and, at the council level, the translation of initial commitment to projects into capacity to deliver.
- Potential improvements included building fewer dimensions into the program, structuring programs to need fewer on-ground staff and to focus on compelling programs that inspire councils to drive community involvement.
- The regional outlook is very positive, having developed a much better understanding of the impacts of climate change and on the need to build resilience. In particular the region is looking seriously at options around energy resilience and is positioned to do significant work in this area.

### CONCLUSION

The TAGI Climate Adaptation program was an innovative and ambitious program encompassing a number of diverse events and activities. The dimensions of the program were:

- Communication;
- Local Government risk management;
- Business adaptation;
- Community adaptation (through Tree Exchange / Shiny Halo blog);
- Demonstration (through Carbon Expos); and
- Energy resilience.

Each dimension was implemented via collaboration with existing and new partners. This collaboration was a strong feature of the program, which proved very successful in achieving considerable outcomes within budget and resource constraints, and resulted in strengthened relationships from which to progress further work.

The program sought to influence three main audiences: Local government; the business community; and the residential community. The results of evaluation activities undertaken throughout the course of the program indicate that the program did influence these groups, some to a greater extent than others. The evidence for this lies in the meeting, and frequently exceeding, of the large majority of key performance indicators as well as in the delivery of substantial achievements against all anticipated outcome areas.

Some of the outstanding successes of the program were:

- The Summits, which had a very significant influence on member councils and resulted in considerable progress in energy resilience.
- The Parkes Shire Council Community Bulk Solar procurement which has been extremely well patronised by the community and has demonstrated Council's leadership in improving the sustainability of its community.
- The Weather Report publication, which provided a consistent message about climate change and was considered highly useful by recipients.
- Business adaptation through Shiny Halo Street Millthorpe, which resulted in significant energy efficiency improvements for this business community and demonstrated a successful approach for councils to employ when working with their communities.
- The Carbon Expos which achieved good feedback from members of the community, especially in the smaller communities the expos visited.

Strong features of the program included:

- The leveraging of existing partnerships and the development of new partners, which was vital in achieving considerable outcomes within budget and resource constraints, and resulted in strengthened relationships from which to progress further work.

## THAT'S A GOOD IDEA! – CLIMATE ADAPTATION

- The geographic coverage of the program, which through online program elements, and through the Mini Carbon Expos in particular, allowed the program to reach communities across the Centroc region.
- The trial or pilot approach employed for some elements of the program which has allowed for process to be ironed out and evaluated before planning region wide implementations.

The major challenges in implementing the program revolved around program resourcing and achieving sufficient engagement from key council staff. Other challenges arose in meeting the needs of a diverse group of councils; keeping elements of the program fresh and effective over the three years; and in demonstrating the merit of some elements of the program in the short term, when a longer establishment period may have been warranted.

Overall, the program has achieved considerable success against all anticipated outcome areas and has been very well received by stakeholders. Centroc has driven the program through its fervent commitment to the cause and through its "can-do" approach. Even in the face of resourcing challenges, momentum and commitment levels were maintained throughout. The result has been a dynamic program that has achieved genuine outcomes and has contributed greatly to the region's understanding around climate change, adaptation, sustainability and resilience.

The momentum built through the program, positions the region very well for further action in this area. Through this program Centroc has provided effective leadership regarding climate change mitigation and adaptation. Centroc can continue to play a central role in progressing action in this area by informing, educating and building capacity; lobbying for and securing funding; providing expertise; and coordinating work at a regional level.

Key recommendations for consideration are presenting in the table overleaf.

| Number | Background  | Recommendation  |
|--------|---|---|
| 1      | The Summit format has proved very effective in engaging Centroc's member councils, at a strategic level, on targeted issues of concern to the region. It has guided change and inspired action across the region. The forum is well regarded by Centroc member councils and was identified as a major influence in improving understanding around climate change and sustainability issues.   | <p><b>Continue to coordinate the Centroc Summit</b></p> <p>Centroc to continue to convene Summits and to consider the following enhancements to the format:</p> <ul style="list-style-type: none"> <li>▪ affording more time for discussion and questions; and</li> <li>▪ allowing for more effective action planning sessions.</li> </ul>  |
| 2      | This program has delivered a range of highly informative publications, toolkits and collateral to help inform the community about the rapidly changing environment around climate change and sustainability. Keeping this material current will be important.   | <p><b>Maintain the currency of publications and toolkits developed</b></p> <p>The following publications and toolkits should be maintained:</p> <ul style="list-style-type: none"> <li>▪ The Weather Report publication</li> <li>▪ The Carbon Forest Advice</li> <li>▪ Business Fact sheets</li> <li>▪ Distributed Energy Planning Financial Analysis Toolkit</li> <li>▪ The Solar Panel Procure Toolkit</li> </ul> |
| 3      | This program identified areas that are not quite implementation ready but should be considered for future programming.  | <p><b>Maintain a watching brief</b></p> <p>Centroc should maintain a watching brief on developments related to:</p> <ul style="list-style-type: none"> <li>▪ Electric Vehicles and the development of a recharge network in the Centroc region</li> <li>▪ Opportunities for councils to participate in Enterprise Risk Management around climate change.</li> </ul>   |
| 4      | Recent communications research undertaken by Centroc has resulted in the development of a new website and brand: Square Deal. This has become the cornerstone of communication with the Centroc community. The Shiny Halo Blog site which was the key mechanism for communicating with the community about climate change and sustainability issues throughout the TAGI Climate Adaptation program has recently been migrated to this site. Evaluation of the Shiny Halo Blog site identified that it needed continual and supported promotion through appropriate resourcing, and use in conjunction with other programming, to optimise its use and impact. | <p><b>Resource the Square Deal website as a mechanism for regional communication</b></p> <p>Centroc to resource the Square Deal site to pull together all the initiatives related to sustainability and energy efficiency (under the one banner).</p>   |

| Number | Background  | Recommendation   |
|--------|---|--|
| 5      | The Carbon Expos delivered information and awareness raising to a broad regional audience. Furthermore, being managed regionally by Centroc and Lachlan Catchment Management Authority (as the major sponsors), the expos delivered a consistent message across the region. The need for more targeted and specific information for certain sectors was identified as a gap to be addressed.  | <p><b>Follow up on the success of the Carbon Expos</b></p> <p>Centroc should scope the feasibility for more targeted sessions to representatives of those sectors impacted significantly by climate change and energy price and availability.</p>                      |
| 6      | Feedback from Centroc member councils and other key stakeholders (for example CMA people) indicate that Centroc's role in coordinating work at the regional level and ability to partner effectively with stakeholders to deliver considerable outcomes is highly valued. Many comments provided place Centroc at the centre of a more strategic and integrated regional approach.  | <p><b>Regional coordination</b></p> <p>Centroc to consider leveraging relationships with other peak regional organisations to deliver future outcomes in sustainability.</p>   |
| 7      | Comments received throughout the course of the evaluation often pointed to the need to secure ongoing commitment and accountability to project outcomes through enhanced support and advocacy from council management. Support for change management and capacity building were also identified during the gathering of final feedback on the program.  | <p><b>Training and expertise</b></p> <p>Centroc should coordinate regional leadership training and provide centralised expertise in targeted areas such as sustainability, change management and energy management.</p>  |
| 8      | Centroc's collaboration with Central NSW Tourism to develop tourism collateral around the 100 Mile Food Trails and 100,000 Hands Campaign generated significant interest at the Summit 2012. The next steps to progress this campaign are underway including the Centroc Board approval (22 <sup>nd</sup> November) to apply for grant funding through the Tourism Industry Regional Development Fund (TIRF). This work has the potential to aid the further development of localised food production, to produce multiplier effects for the economy from tourism and to improve the resilience of the Centroc communities. | <p><b>Progress Tourism work</b></p> <p>Should the TIRF application be unsuccessful, Centroc should review the suggested programming for funding from other sources.</p>  |
| 9      | Investment in energy efficiencies is often prohibitive for small to medium enterprises as they are time poor, and therefore, they have a high level of interest in information about the assistance available to them in funding sustainability projects for their operations, and in the demonstration of tangible benefits.   | <p><b>Progress work with small to medium enterprises (SMEs)</b></p> <p>Centroc to consider partnering with other peak organisations to provide programming to support SMEs in energy efficiency where case studies and local champion models should be considered.</p> |

| Number | Background  | Recommendation   |
|--------|---|--|
| 10     | The Distributed Energy Planning (DEP) work identified for many of the pilot councils that the key to progressing implementations will be finding the budget to fund the energy audits required as a first step to getting "grant ready". The work also produced a regional framework for renewable energy and energy efficiency planning. The use of this tool in producing options for sites across all Centroc councils will be the starting point for other Centroc member councils to become "grant ready" for further works. | <p><b>Progress Energy work</b></p> <p>Centroc should play a role in supporting councils both regionally and on an individual basis in applying for grant funding. Centroc has already secured funds through the Community Energy Efficiency Program (CEEP) which aims to deliver a range of energy efficiency measures in council and community owned buildings, facilities and sites.</p> |
| 11     | The DEP work highlighted considerable variation across member councils in terms of resourcing and capacity around energy consumption monitoring, with many smaller councils having limited resources available for such functions.  | Centroc to consider providing centralised expertise in energy management for member councils.  |
| 12     | At the 2012 Summit, the nexus between water utilities and energy was identified as the highest priority for future programming.   | Centroc to pursue grant funding through the second round of CEEP to progress work on this nexus.   |
| 13     | The Parkes Shire Council Community Bulk Solar procurement was an extremely successful trial of a council brokered procurement, with initial teething problems overcome and process improvements identified. Centroc is now in a position to replicate the process for other regions, using the Parkes Shire procurement as a demonstration of what can be achieved.   | Centroc to undertake a regional solar panel procurement project.   |

## APPENDIX A: FINAL WRAP UP SURVEY

# THAT'S A GOOD IDEA!

## Climate Adaptation program

Centroc is seeking feedback on the Climate Adaptation program which is drawing to a close.

Please take a moment to complete this survey, all responses will remain completely confidential.

1. What type of organisation are you from?

- ☐ Local Government
- ☐ State / Federal Government
- ☐ Education
- ☐ Industry / Business
- ☐ Environmental
- ☐ Community
- ☐ Other – please specify:

2. On a scale of 1 to 5, with 5 being the best possible score, how important are the following issues to your organisation:

CLIMATE CHANGE

| Least Important |   |   | Most Important |   |
|-----------------|---|---|----------------|---|
| 1               | 2 | 3 | 4              | 5 |

SUSTAINABILITY

| Least Important |   |   | Most Important |   |
|-----------------|---|---|----------------|---|
| 1               | 2 | 3 | 4              | 5 |

3. Over the past three years, has the importance of climate change to you / your organisation:

- ☐ Increased ☐ Decreased ☐ Remained the same

4. Over the past three years, has the importance of sustainability issues to you / your organisation:

- ☐ Increased ☐ Decreased ☐ Remained the same

5. What has been the main factor influencing your current understanding of climate change and sustainability issues?

6. Have any of the following events coordinated by Centroc in the past three years had an influence on your current understanding of climate change and sustainability issues?

|   | No                       | Yes, small extent        | Yes, reasonable extent   | Yes, large extent        | Unsure                   |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Carbon expos in collaboration with Lachlan Catchment Management Authority (CMA) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Business Sustainability workshops in collaboration with Central West CMA        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Shiny Halo Street – Millthorpe  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Shiny Halo blog site  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Community tree planting days in collaboration with Central West CMA             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Local Government climate risk management workshops                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Weather Report publication  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Centroc Summit 2010 + public expo   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Post Summit 2010 work in distributed energy planning                            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Post Summit 2010 work in village revitalisation                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Centroc Summit 2012   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other (please describe):  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |





7. What are the top three sustainability issues for your organisation currently?

|  |
|--|
|  |
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|  |

8. What challenges does your organisation face in addressing these sustainability issues?

|  |
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Thank you!!



## APPENDIX B: INTERVIEW GUIDELINES FOR PROGRAM WRAP UP

## **Wrap-up Interview Guideline – Other Stakeholders**

### **Aim:**

To build an overall picture of what the Climate Adaptation program has achieved / influenced and to provide some indication of future commitment to sustainability issues with regard to Local government level outcomes (actions / processes).

**The Climate Adaptation program has been running since 2009 and will be complete by end 2012.**

**This program has comprised a number of elements including:**

- **Carbon Expos**
- **Business forums**
- **Shiny Halo Street**
- **Shiny Halo blog**
- **Community tree plantings**
- **Risk management workshops - Incorporating climate change risk into risk management processes in local government**
- **Publications such as Weather report, Carbon Forest Advice, Business Fact sheets**
- **Centroc Summit in 2010 and 2012**
- **Distributed energy planning work**
- **Council facilitated solar energy procurement for Parkes community**

### **Questions:**

1. How do you think your community is engaging with sustainability issues currently?

2. How has this changed over the past few years?

- ☐ Increased in importance?
- ☐ Decreased in importance?
- ☐ Remained unchanged?

3. In your opinion, have any of the following events coordinated by Centroc in the past three years had an influence on your community's current understanding of climate change and sustainability issues?

|   | No | Yes, to a small extent | Yes, to a reasonable extent | Yes, to a large extent | Unsure |
|---|----|------------------------|-----------------------------|------------------------|--------|
| Carbon expos conducted in collaboration with Lachlan Catchment Management Authority                           |    |                        |                             |                        |        |
| Business Sustainability workshops conducted in collaboration with Central West Catchment Management Authority |    |                        |                             |                        |        |
| Shiny Halo Street – Millthorpe  |    |                        |                             |                        |        |
| Shiny Halo blog site  |    |                        |                             |                        |        |
| Community tree planting days  |    |                        |                             |                        |        |
| Local Government climate risk management workshops  |    |                        |                             |                        |        |
| Weather Report publication  |    |                        |                             |                        |        |
| Centroc Summit 2010 + public expo   |    |                        |                             |                        |        |
| Centroc Summit 2012   |    |                        |                             |                        |        |
| Post Summit 2010 work in distributed energy planning  |    |                        |                             |                        |        |
| Post Summit 2010 work in village revitalisation   |    |                        |                             |                        |        |
| Other (please describe):  |    |                        |                             |                        |        |

4. How useful were the collaborations with Centroc in conducting [insert relevant events] events?

- ☐ Not that useful  
☐ Useful  
☐ Very Useful

5. What were the outcomes of these collaborations beyond staging the [insert relevant events] events?

6. What improvements could you suggest for future collaborations?

7. In what areas do you think that improving sustainability will be most critical for your communities / members in the next few years?

8. What challenges does your community face in implementing these sustainability measures?

9. What support could Centroc offer to assist in overcoming these challenges?

## General manager Wrap-up Interview Guideline

### Aim:

To build an overall picture of what the Climate Adaptation program has achieved / influenced and to provide some indication of future commitment to sustainability issues with regard to Local government level outcomes (actions / processes).

### Questions:

**The Climate Adaptation program has been running since 2009 and will be complete by end 2012.**

**This program has comprised a number of elements including:**

- Carbon Expos
- Business forums
- Shiny Halo Street
- Shiny Halo blog
- Community tree plantings
- Risk management workshops - Incorporating climate change risk into risk management processes in local government
- Publications such as Weather report, Carbon Forest Advice, Business Fact sheets
- Centroc Summit in 2010 and 2012
- Distributed energy planning work
- Council facilitated solar energy procurement for Parkes community

1. On a scale of 1 to 5, with 5 being the best possible score, how important are the following issues to your organisation:

|                |   |   |   |   |   |
|----------------|---|---|---|---|---|
| Climate change | 1 | 2 | 3 | 4 | 5 |
| Sustainability | 1 | 2 | 3 | 4 | 5 |

- 2.

|  |  |
|--|--|
| Over the past three years, has the importance of climate change to you / your organisation:  | Over the past three years, has the importance of sustainability issues to you / your organisation:   |
| <input type="checkbox"/> Increased in importance<br><input type="checkbox"/> Decreased in importance<br><input type="checkbox"/> Remained the same | <input type="checkbox"/> Increased in importance<br><input type="checkbox"/> Decreased in importance<br><input type="checkbox"/> Remained the same |

3. In your opinion, to what degree does climate change need to be considered in planning for the sustainability of your organisation?

- ☐ Not at all
- ☐ To a small extent
- ☐ To a reasonable extent
- ☐ To a large extent

4. What has been the main factor influencing your current understanding of climate change and sustainability issues?

|  |
|--|
| <br><br><br><br><br><br><br><br><br><br> |
|--|

5. Have any of the following events coordinated by Centroc in the past three years had an influence on your current understanding of climate change and sustainability issues?

|   | No | Yes, to a small extent | Yes, to a reasonable extent | Yes, to a large extent | Unsure |
|---|----|------------------------|-----------------------------|------------------------|--------|
| Carbon expos conducted in collaboration with Lachlan Catchment Management Authority                           |    |                        |                             |                        |        |
| Business Sustainability workshops conducted in collaboration with Central West Catchment Management Authority |    |                        |                             |                        |        |
| Shiny Halo Street – Millthorpe  |    |                        |                             |                        |        |
| Shiny Halo blog site  |    |                        |                             |                        |        |
| Community tree planting days  |    |                        |                             |                        |        |
| Local Government climate risk management workshops  |    |                        |                             |                        |        |
| Weather Report publication  |    |                        |                             |                        |        |
| Centroc Summit 2010 + public expo   |    |                        |                             |                        |        |
| Centroc Summit 2012   |    |                        |                             |                        |        |
| Post Summit 2010 work in distributed energy planning  |    |                        |                             |                        |        |
| Post Summit 2010 work in village revitalisation   |    |                        |                             |                        |        |
| Other (please describe):  |    |                        |                             |                        |        |

6. What other programs / events / conditions have had an influence?

7. What has been the most significant change/s related to sustainability that has been made by your organisation over the past three years? (the change/s with the most significant impact)

8. To what degree did the Centroc Climate Adaptation program influence this / these change/s?

- ☐ Not at all  
☐ To a small extent  
☐ To a reasonable extent  
☐ To a large extent

9. Are there any changes related to sustainability made by your organisation that you can directly attribute to work carried out by Centroc? (Council initiatives)

10. Going forward, how would you describe your organisation's level of commitment to future improvements in sustainability?

- ☐ Very little commitment
- ☐ Low level of commitment
- ☐ Moderate commitment
- ☐ Strong commitment

What evidence? What is this based on?

|  |
|--|
|  |
|--|

11. Does this represent an increase in commitment since 2009?

- ☐ Yes
- ☐ No
- ☐ No change in commitment

12. What are the top three sustainability issues for your organisation currently? (In what areas do you think that improving sustainability will be most critical for your organisation in the next few years?)

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|  |
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13. What challenges does your organisation face in addressing these sustainability issues?

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14. What support could Centroc offer to assist in overcoming these challenges?

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**Centroc Program coordinator – Program Level Interview Guideline**

**What were the major successes of the program?**

**What were the most beneficial collaborations undertaken?**

**What were the major challenges faced?**

**What would you do differently?**

**What can you say about the regional outlook as we near the completion of this program?**

