

CLIMATE RESILIENT COUNCILS TASMANIA

Climate Change Governance Assessment Report for Latrobe Council



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Visualisation



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Executive Summary

For local governments, climate change can usefully be framed and managed as an organisational risk; captured in executive decision-making. The benefits of integrating climate change into local government decision making include increased transparency and accountability, and improved frameworks to manage the legal, financial, environmental and social risks associated with a changing climate.

The Department of Premier and Cabinet's Tasmanian Climate Change Office (TCCO), in partnership with the Local Government Association of Tasmania (LGAT), engaged the consulting firm Climate Planning to undertake an assessment of Tasmanian local government climate change adaptation governance.

The project addressed the following objectives:

- To understand the issues, barriers and enablers for considering climate change in decision making for councils at the municipal, regional and statewide level;
- To build an understanding amongst councils of the benefits of considering climate change in decision making; and
- To provide TCCO with a set of priority actions to support local councils to better consider climate change in decision making.

Introduction

Climate change is a pressing issue for local government that can present legal, social, economic and environmental risks. Local governments make long-term decisions (e.g. strategic infrastructure investment and planning for future settlements) and as such are required to assess and respond to the direct and indirect risks that a changing climate presents. A strategic long-term focus is required to effectively manage this challenge.

Addressing climate change requires a focus on both mitigation and adaptation activities. Mitigation activities focus on reducing the source (or enhancing carbon sinks) of greenhouse gasses. Adaptation activities focus on responding to the risks and opportunities presented under a changing climate. Undertaking both mitigation and adaptation activities supports councils to transition to a low carbon economy.

The extent to which climate change risk and adaptation is considered in a council's core governance documents can support the implementation of the organisation's approach to climate change adaptation.

Measuring and monitoring indicators for climate change adaptation and mitigation governance provides a framework to identify and manage climate related risks, improve areas of strength and address any gaps over time. Initial focus and emphasis should be on council's climate change adaptation governance.

Methodology

The detailed climate change adaptation governance assessment for Latrobe Council was undertaken in two stages:

- **Stage 1: Desktop Governance Assessment** - typology-based review (key word search) of the inclusion and influence of climate change terminology in council's publicly available corporate documents.

- **Stage 2: Detailed Governance Assessment** - qualitative review of the consideration of climate change adaptation governance in council’s corporate documents. This stage included information gathered from face-to-face interviews and an online staff survey.

Results

During the desktop governance assessment Latrobe Council was assessed against ten core governance indicators. The results show a general consideration of climate change for the Strategic Plan and Land Use Planning indicators (see Figure 1). For the Adaptation Planning indicator, Council have an Adaptation Plan which includes all key elements expected in a comprehensive plan.

The results show no inclusion of climate change (or associated words) for the Emergency Management indicator. Council does not have Climate Change Policy or Greenhouse Gas Emissions Reduction Target.

No publicly available documents were found to assess four indicators: Financial Management, Public Risk Register, Asset Management, and Climate Risk Management.

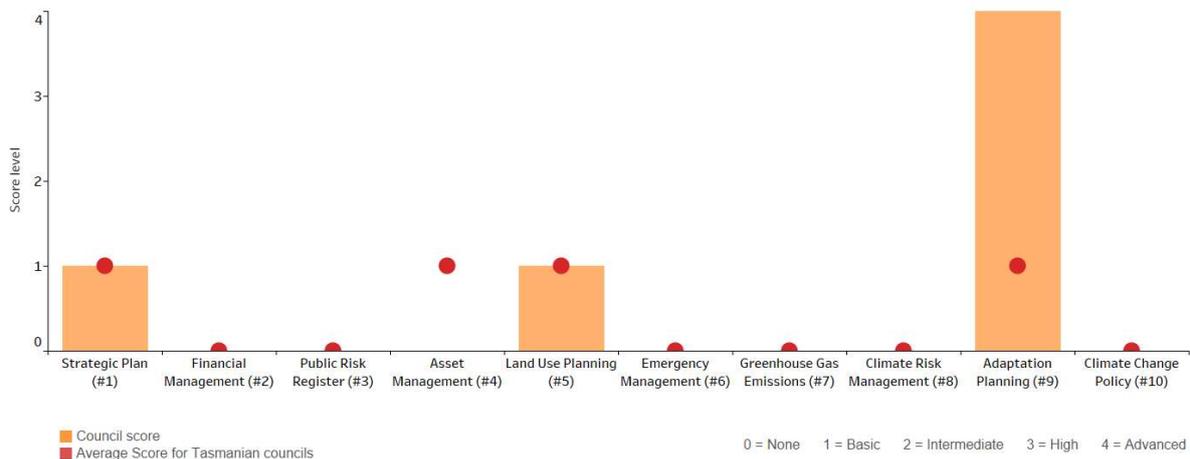


Figure 1: Latrobe Council’s scores for each climate change governance indicator (Council and State Average)

Latrobe Council is exposed to a number of risks that may be exacerbated by the effects of climate change. Council staff stated that sea level rise, changing flood levels, and changing community expectations about development are key issues.

Latrobe Council has an ‘Advanced’ score for Adaptation Planning and a ‘Basic’ score in the Strategic Plan – both of which will support climate change action across Council.

Council staff indicate that Latrobe Council has undertaken a number of specific climate change risk assessments. This includes the Coastal Adaptation & Protection Options (2012), the Tasmanian Coastal Adaptation Project for Port Sorrell (2012), and the Corporate Climate Change Adaptation Plan (2013). However, staff express that resource constraints and a need for greater clarity of roles and responsibilities (e.g. State government and local government) for climate change responses, mean that climate change is not a high priority.

Opportunities for enhanced climate change governance in council

A number of opportunities are identified to support Latrobe Council build on existing efforts and move towards an integrated approach to the consideration of climate change in strategic and financial decision making. These may include:

- Integrate the findings and recommendations of the Corporate Climate Change Adaptation Plan 2013 into the Strategic Plan, Municipal Emergency Management Plan and key strategic documents for financial management and asset management.
- Develop and publish a statement of recognised climate related risks for the municipality, including floods and sea level rise.
- Support staff to improve their understanding of climate related risk and how climate change could impact the operations and services of their business unit.
- Disclose, where possible, the financial impacts of extreme weather events, to increase awareness of climate change costs in the community.

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List of Abbreviations

CSIRO: Commonwealth Scientific and Industrial Research Organisation	9
LGAT: Local Government Association of Tasmania	i, 6, 14
MoU: Memorandum of Understanding	14
NCCARF: National Climate Change Adaptation Research Facility.....	6, 9
RCP: Representative Concentration Pathway	21
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1 Introduction

For local governments climate change can usefully be framed and managed as an organisational risk; captured in executive decision-making. The benefits of integrating climate change into local government decision making include: increased transparency and accountability and improved frameworks to manage the legal, financial, environmental and social risks associated with a changing climate.

The Department of Premier and Cabinet's Tasmanian Climate Change Office (TCCO), in partnership with the Local Government Association of Tasmania (LGAT), engaged the consulting firm Climate Planning to undertake an assessment of Tasmanian local government climate change adaptation governance.

The project addressed the following objectives:

- To understand the issues, barriers and enablers for considering climate change in decision making for councils at the municipal, regional and statewide level;
- To build an understanding amongst councils of the benefits of considering climate change in decision making; and
- To provide TCCO with a set of priority actions to support local councils to better consider climate change in decision making.

Climate change is a pressing issue for local government that can present legal, social, economic and environmental risks. Local governments make long-term decisions (e.g. strategic infrastructure investment and planning for future settlements) and as such are required to assess and respond to the direct and indirect risks that a changing climate presents. A strategic long-term focus is required to effectively manage this challenge.

Addressing climate change requires a focus on both mitigation and adaptation activities. Mitigation activities focus on reducing the source (or enhancing carbon sinks) of greenhouse gasses. Adaptation activities focus on responding to the risks and opportunities presented under a changing climate. Undertaking both mitigation and adaptation activities supports councils to transition to a low carbon economy.

Incorporating climate change consideration into decision making frameworks has been identified as the priority for Australian local governments:

Local governments will better respond to the challenges of climate change in an environment where adaptive responsibilities are clear, response and evaluation frameworks are consistent across jurisdictions, approaches to mainstreaming climate change adaptation are implemented, and decisions are made on the basis of the best data and information. (National Climate Change Adaptation Research Facility (NCCARF) 2013)

The extent to which climate change risk and adaptation is considered in a council's core governance documents can support the implementation of the organisation's approach to climate change adaptation.

Measuring and monitoring indicators for climate change adaptation and mitigation governance provides a framework to identify and manage climate related risks, improve areas of strength and address any gaps over time. Initial focus and emphasis should be on council's climate change adaptation governance.

2 Scope

The Detailed Climate Change Governance Assessment Report for Latrobe Council (this Report) presents the methodology and results of an analysis about the extent of climate change adaptation governance for Latrobe Council. These include the results of the Desktop Governance Assessment, as well as the findings from an online survey and face-to-face meetings with representatives of Latrobe Council. A number of opportunities to improve consideration of climate change in decision making are also presented for consideration by Council.

This assessment predominantly focuses on adaptation governance. Mitigation has been considered in the context of a council's commitment to a greenhouse gas emissions reduction target. A detailed GHG emissions governance assessment requires an audit of baseline emissions data and data recording protocols (e.g. emissions scope, alignment to Australian standards etc.) – which is outside the scope of this project.

3 Methodology

The detailed climate change adaptation governance assessment for Latrobe Council was undertaken in two stages:

- **Stage 1: Desktop Governance Assessment** - typology-based review (keyword search) of the inclusion and influence of climate change terminology in council's publicly available corporate documents.
- **Stage 2: Detailed Governance Assessment** - qualitative review of the consideration of climate change adaptation governance in council's corporate documents. This stage included information gathered from face-to-face interviews and an online staff survey.

3.1 Desktop Governance Assessment

The aim of the Desktop Governance Assessment was to identify publicly available corporate documents for Latrobe Council and assess how climate change is considered against ten climate change governance indicators (see Table 1). The URL web links are provided in Appendix A. These documents were then searched for inclusion of climate change using a range of key words associated with climate change. These key words were then grouped into four typologies – climate change, sea level rise, adaptation, greenhouse gas emissions. A description of each typology is provided in Appendix B. Indicators focused on the most common governance documentation used in councils.

The Desktop Governance Assessment of Latrobe Council was completed on 7 December 2017. Climate Planning reviewed Latrobe Council's corporate documents identifying words associated with managing climate change. If any of these words were identified, Climate Planning undertook a closer analysis of the context to assess the extent of how they were considered in the document. Climate Planning then scored the documents using a five-point scale which has been tailored to each desktop governance indicator (see Appendix C).

Table 1: Justification of climate change governance indicators for desktop governance assessment

Indicator	Justification
 Strategic Plan	The Strategic Plan directs how local government decision makers discharge their responsibility under the <i>Local Government Act 1993</i> . Consideration of climate change in the Strategic Plan will support effective climate change governance in the council's operations and financial structures.
 Financial Management	The effects of climate change are likely to have a considerable impact on a council's financial performance. This includes costs associated with asset management, service delivery, legal risk and insurance.
 Public Risk Register	There is an increasing demand in the private sector for a transparent approach to addressing climate related risk. A transparent approach means public disclosure of risks. Over time, councils can expect insurers and finance providers, amongst others, to request councils to disclose how they are addressing climate related risk.
 Asset Management	Local governments have hundreds of millions of dollars invested in assets. Some of the assets that councils maintain have a long life expectancy and as such may be exposed to direct and indirect climate change risks. This generates a potentially unexplored or under-quantified financial risk for councils.
 Land Use Planning	Land use planning can play a critical role in climate change adaptation. Strategic and local planning decisions can both increase or decrease the exposure of human settlements to climate change impacts. Effective land use planning can support climate-resilient and low energy development.
 Emergency Management	There are significant opportunities to drive climate change adaptation decision making through emergency management planning. Adaptation has numerous supporting benefits for emergency management, including the implementation of risk planning for disaster mitigation and preparedness, response capacity and minimising exposure to recurring situations.
 GHG Emissions	Climate change mitigation actions allow for an exploration and promotion of resilient energy systems and passive solar design that may reduce human health-related issues as well as result in considerable energy savings. Furthermore, it is very likely that climate change adaptation will need to occur in a carbon-constrained economy.
 Climate Risk Management	Climate change is a complex issue that will exacerbate existing risks and present new ones. Climate change risk management is at times undertaken in an ad hoc way – resulting in inconsistent approaches within an organisation. Some direction that defines how climate change risk is identified and disclosed will greatly improve council's adaptation planning.
 Adaptation Planning	Best practice adaptation plans identify the actions required to mitigate specific risks and have mechanisms in place to respond to physical, transitional and liability risks. Adaptation planning helps to set key performance indicators and establish roles and responsibilities across council.
 Climate Change Policy	An internal Climate Change Policy (or corporate standard / statement of intent) allows the organisation to place a climate change lens over all of council's activities and use the existing system to drive adaptation, risk minimisation and transition to a low carbon economy. It can allow for the agreed use of information sources and specific triggers for change.

Limitations of the Methodology

It is important to note that the findings in this report should be read as a fixed point in time assessment and results may have changed since the analysis was conducted. The Desktop Governance Assessment of Latrobe Council was completed on 7 December 2017.

Further, the desktop assessment only considers publicly available documents. It is acknowledged that council may consider climate change and climate related risk in internal documents, for example, in council's risk register.

3.2 Detailed Governance Assessment

The purpose of the Detailed Governance Assessment was to build a greater understanding of climate change governance for Latrobe Council. Seven detailed governance indicators were examined. The detailed governance indicators were based on key drivers that support climate change adaptation (see Table 2).

Face-to-face meetings were conducted with Latrobe Council staff on 28 June 2017. During the meetings representatives were asked a series of questions aligned to the detailed governance indicators (Table 2). Climate Planning then undertook a qualitative analysis to understand the issues, barriers and enablers for considering climate change in decision making by Latrobe Council.

Table 2: Justification of climate change governance indicators for detailed governance assessment

Indicator	Justification
 <p>Climate Risk Assessments</p>	Climate change risk assessments identify and quantify hazards associated with climate change. They provide organisations with a framework to evaluate and prioritise the risks and decide on appropriate control measures.
 <p>Climate Legal Risk</p>	Increasingly, climate related risks have a legal as well as strategic aspect them. Risks arising from environmental litigation, litigation from failing to consider climate change in decisions, and/or changes to the regulatory framework may impact local government in the future.
 <p>Staff Capacity and Resource Allocation</p>	Dedicated resourcing for both mitigation and adaptation is important to manage the risks of climate change activity within a council. In addition, a program with builds awareness and capability allows councils to incorporate consideration of climate change in all council activities.
 <p>Community/Stakeholder Engagement</p>	Connecting to the community is a core component for developing a safer, more resilient community. It is a local community who will be most impacted by a changing climate, either directly (e.g. extreme event) or indirectly (e.g. increased costs for services).
 <p>Institutional/ Intergovernmental Relationships</p>	Climate change is a trans-boundary issue. Adaptation action by one stakeholder can improve the resilience of another. Economies of scale and collectively sharing knowledge can improve adaptation governance. The actions of a range of organisations have the potential to build community resilience.
 <p>Climate Change Information</p>	Access to and interpretation of information on the impacts of climate change is an important input into decision making for councils. Institutions such as NCCARF, CSIRO, and universities often provide valuable publications on climate change risk and adaptation.
 <p>Information Systems</p>	Information technology and data analysis play an increasing role in supporting council operations and providing a new interface with the community it serves. Information communication technology networks such as social media platforms, websites and information portals have the potential to contribute significantly to councils' climate change adaptation ambitions.

4 Results

4.1 Desktop Governance Assessment

During the desktop governance assessment Latrobe Council was assessed against ten core governance indicators. The results show a general consideration of climate change for the Strategic Plan and Land Use Planning indicators (see Figure 1). For the Adaptation Planning indicator, Council have an Adaptation Plan which includes all key elements expected in a comprehensive plan.

The results show no inclusion of climate change (or associated words) for the Emergency Management indicator. Council does not have Climate Change Policy or Greenhouse Gas Emissions Reduction Target.

No publicly available documents were found to assess four indicators: Financial Management, Public Risk Register, Asset Management, and Climate Risk Management.

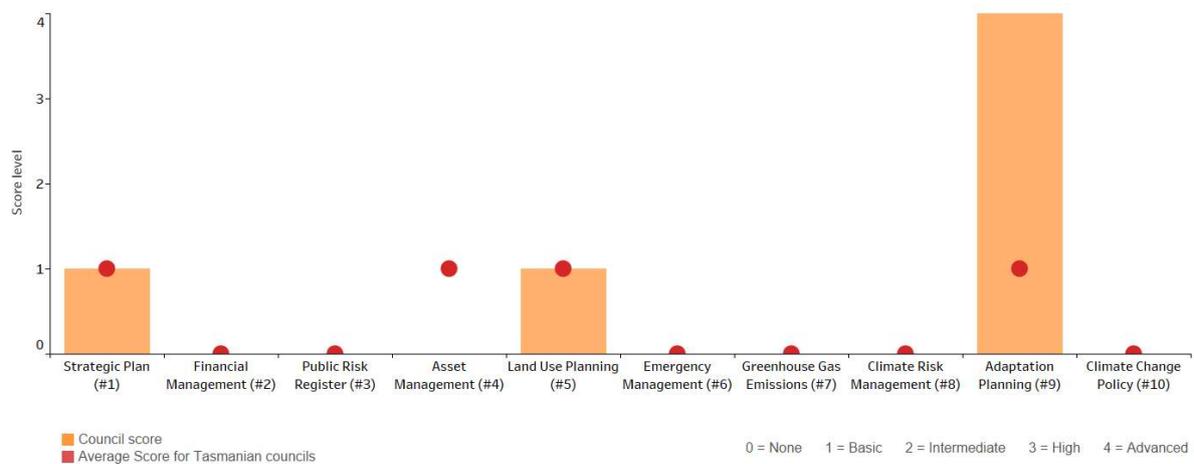


Figure 1: Latrobe Council's scores for each climate change governance indicator (Council and State Average)

Table 3 provides a summary of Latrobe Council's scores for each desktop governance indicator, including descriptions to explain how the indicators were assessed.

Table 3: Latrobe Council's results for desktop governance assessment

Indicator	Result	Description
 Strategic Plan	Basic	General statements about climate change (e.g. in the introduction) OR includes other key words associated with managing climate change in a general context (e.g. GHG emissions).
 Financial Management	No data	No publicly available financial management documents were found.
 Public Risk Register	No data	No publicly available risk register was found.
 Asset Management	No data	No publicly available asset management documents were found.

Indicator	Result	Description
 Land Use Planning	Basic	General statements about climate change (e.g. in the introduction) OR includes other key words associated with managing climate change in a general context (e.g. GHG emissions).
 Emergency Management	None	No consideration of climate change (or associated key words) in the Municipal Emergency Management Plan.
 GHG Emissions	None	No publicly available GHG emissions documents were found. Also, climate change target or consideration to reduce GHG emissions was not found in any of the core governance documents OR displayed on Council's website.
 Climate Risk Management	No data	No publicly available risk management documents were found.
 Adaptation Planning	Advanced	A comprehensive adaptation strategy and/or action plan exists. It includes all of the following: key performance indicators, identified roles and responsibilities, timing for delivery, linked to governance (mainstreaming), includes information from the community, and other key stakeholders.
 Climate Change Policy	None	No publicly available (council endorsed) climate change policy was found. There may be an environment/ sustainability policy however it does not mention climate change.

Legend:

No data	None	Basic	Intermediate	High	Advanced
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4.2 Detailed Governance Assessment

The following section presents the results for the detailed governance assessments (face-to-face interviews with council staff). These results are presented in a qualitative format for each of the detailed governance indicators.

Indicator 11: Climate Risk Assessments

Latrobe Council identified sea level rise, changing flood levels, and changing community expectations about development as its biggest risks in relation to climate change. Specific mention was given to sea level inundation and erosion in Port Sorrell.

The face-to-face meeting found that Latrobe Council has undertaken a number of specific climate change risk assessments. This includes the Coastal Adaptation & Protection Options (2012), Tasmanian Coastal Adaptation Project for Port Sorrell (2012), Corporate Climate Change Adaptation Plan (2013).

Indicator 12: Climate Legal Risk

The assessment found that Latrobe Council has not sought legal advice regarding climate change. Participants also stated that Council has not been involved in litigation based on climate-related hazards.

In regards to land use planning, Latrobe Council has not been required to attend court or a tribunal for a case involving climate change and planning issues. Participants were also unsure whether the council is liable for climate change related events if they enact mitigation efforts.

Latrobe Council has not been required to refuse any developments based on climate change risks. Occasional developments have been required to modify their development applications according to the Coastal Hazard Code or Building Act requirements in order to include climate change adaptation considerations. Participants identified a development application in Meredith Street as an example of this occurring.

Latrobe Council's insurers have not requested that Council provide information about how climate change risks are being managed.

Indicator 13: Staff Capacity and Resource Allocation

Latrobe Council does not have a staff member responsible for climate change adaptation (e.g. a climate change adaptation officer). Council does not have any programs and/ or policies that mandate climate change training for staff. One staff member cited their Environmental Planning degree as having resulted in them having some formal exposure to the climate science and mapping.

Latrobe Council does not have a budget allocated for up-skilling staff in climate change adaptation. However, Council maintains a general training budget that could feasibly be utilised for climate change adaptation training.

Indicator 14: Community/Stakeholder Engagement

Latrobe Council does not have a communication strategy (either internally or externally) that considers climate change. The participants commented that there is an informal approach to make information about Port Sorrell publicly available in order to minimise liability.

Participants identified that Latrobe Council specifically engaged the community in order to develop a climate change adaptation for Port Sorrell. This work was coordinated by an external consultant and included community and information evenings (attended by approximately 100 people).

Latrobe Council does not facilitate any local community or business working groups that are focussed on climate change.

Indicator 15: Institutional/Intergovernmental Relationships

Latrobe Council is not involved in a local, regional, State or federal working groups for climate change.

Indicator 16: Climate Change Information

Latrobe Council identified that they use data from theLIST, flood mapping, and Council's Corporate Climate Change Adaptation Plan 2013 to guide decision making on climate change. Latrobe Council use major flooding instances as the impetus to ensure that data is kept up-to-date.

Latrobe Council stated they have informally implemented an Open Data Strategy. While there was no formal guideline for the disclosure of climate data, participants outlined that they have a formal

data sharing agreement with the State Government, which gives them access to climate data through theLIST.

Indicator 17: Information Systems

Council's website was searched for publicly available corporate documents. During this search the website was also analysed for climate change and its integration with other information systems. At the time of the analysis, there was no webpage dedicated for climate change issues or actions. However, there is a webpage which provides a link to the Council Corporate Climate Change Adaptation Plan 2013.

Latrobe Council have an active Facebook account which has 2,836 'likes' and 2,834 people following the page. Although Council has recent postings on Facebook there are no posts relating to climate change, sea level rise, adaptation, or greenhouse gas emissions. Latrobe Council does not have an active Twitter account.

Latrobe Council maintains a formal performance management system with general recommendations to adapt to climate change. Council also have implemented the Dulverton Waste Management landfill reduction targets.

Council measures how much each disaster costs for clean-up. The focus of this measurement is on big events, which impact significant infrastructure. This is partially about cost recovery but also internal reporting to Council.

Council measures the number of properties exposed to climate related risks. This is primarily about measuring flood risks as well as understanding eligibility to receive grant funding from the State Government.

5 Opportunities for enhanced climate change governance

5.1 Summary of key opportunities for enhanced climate change governance in council

A number of opportunities are identified to support Latrobe Council build on existing efforts and move towards an integrated approach to the consideration of climate change in strategic and financial decision making. These may include:

- Integrate the findings and recommendations of the Corporate Climate Change Adaptation Plan 2013 into the Strategic Plan, Municipal Emergency Management Plan and key strategic documents for financial management and asset management.
- Develop and publish a statement of recognised climate related risks for the municipality, including floods and sea level rise.
- Support staff to improve their understanding of climate related risk and how climate change could impact the operations and services of their business unit.
- Disclose, where possible, the financial impacts of extreme weather events, to increase awareness of climate change costs in the community.

Further guidance aligned to the Informed.City™ framework is presented in Appendix D.

5.2 Opportunities for enhanced climate change governance emerging from the Detailed Governance Assessment

The detailed climate change governance assessment reveals a number of specific opportunities for Latrobe Council to strengthen its climate change governance. Some of these may be better suited to a multi-council collaborative approach or being led by LGAT.

Indicator 11: Climate Risk Assessments

- 11.1 Develop and publish a statement of recognised climate related risks for the municipality.
- 11.2 Develop a set climate change risk assessment framework (supported by a climate change or risk management policy) and undertake risk assessments for each business unit.

Indicator 12: Climate Legal Risk

- 12.1 Seek to stay informed of any past and arising climate related litigation against councils in Tasmania (and other jurisdictions), especially related to development assessment. This information could be coordinated and disseminated by LGAT on a state-wide basis.

Indicator 13: Staff Capacity and Resource Allocation

- 13.1 Support staff to improve their understanding of climate related risk and how climate change could impact the operations and services of their business unit.
- 13.2 Consider implementing a Memorandum of Understanding (MoU) with neighbouring councils for the sharing of expert staff and resources for building council's climate change governance.

Indicator 14: Community/Stakeholder Engagement

- 14.1 Consider having a public data portal that enables the community to track and monitor climate change projections and associated impacts. This is an opportunity the State Government could support at a state-wide level.

Indicator 15: Institutional/Intergovernmental Relationships

- 15.1 Consider joining up with one or more not-for-profit groups who focus on climate change (e.g. Climate Change Innovation Lab Tasmania, Climate KIC - Knowledge and Information Communities)

Indicator 16: Climate Change Information

- 16.1 Develop a MoU with a university for the provision of climate change data. This is an opportunity the State Government could support at a state-wide level.

Indicator 17: Information Systems

- 17.1 Disclose, where possible, the financial impacts of extreme weather events, to increase awareness of climate change costs in the community.

6 Conclusion

The results of the detailed governance assessment suggest that Latrobe Council considers climate change as an issue that warrants attention. The region is exposed to a number of risks that may be exacerbated by the effects of climate change. Council staff stated that sea level rise, changing flood levels, and changing community expectations about development are key issues.

Latrobe Council has an 'Advanced' score for Adaptation Planning and a 'Basic' score in the Strategic Plan – both of which will support climate change action across Council.

Council staff indicate that resource constraints and a need for greater clarity of roles and responsibilities (e.g. State government and local government) for climate change responses, mean that climate change is not a high priority.

There are some climate change governance gaps for Latrobe Council. Council can use the foundations of its Adaptation Plan and Strategic Plan, to build council-wide understanding of and response to climate-related risks; thus strengthening Council's climate change governance arrangements.

7 References

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8 Appendices

Appendix A: URL web links for Council's corporate documents

Document Name	Web link
Corporate Climate Change Adaptation Plan 2013	http://www.latrobe.tas.gov.au/webdata/resources/files/LC%20Corporate%20Climate%20Change%20Adaptation%20Plan.pdf
Interim Planning Scheme 2013	http://iplan.tas.gov.au/Common/Output/Report.aspx?tag=iPlanDefault2015&pdf=true&hid=39770&children=true&page=book&headings=true&key=
Mersey Leven Emergency Management Plan 2014	http://www.centralcoast.tas.gov.au/wp-content/uploads/2017/11/Mersey-Leven-Emergency-Management-Plan-Issue-3-October-2017.pdf
Strategic Plan 2012-2017	http://www.latrobe.tas.gov.au/webdata/resources/files/Strategic%20Plan%202012-17%20FINAL.pdf

Appendix B: Definitions of climate-related typologies

Typology	Definition
Climate change typology	Council documents were searched for key words associated with climate change. These key words include 'climate change', 'global warming' and 'climate variability'.
Sea level rise typology	Council documents were searched for key words associated with sea level rise. These key words include 'sea level rise' and 'sea level change'.
Adaptation typology	Council documents were searched for key words associated with adaptation. These key words include 'adapt', 'adaptation', 'adaptive' and 'adaptability'.
GHG emissions typology	Council documents were searched for key words associated with GHG emissions. These key words include 'greenhouse gas', 'GHG', 'carbon emission', 'carbon footprint', 'carbon neutral' and 'carbon neutrality'.

Appendix C: Desktop governance indicator matrix

Indicator Type	Indicator Instructions	No data	None (0)	Basic (1)	Intermediate (2)	High (3)	Advanced (4)
Strategic Plan #1	Council's Strategic Plan was reviewed for words associated with managing climate change (e.g. 'climate change', 'sea level rise' and 'adaptation').	No publicly available Strategic Plan was found.	No consideration of climate change (or associated key words) in the Strategic Plan.	General statements about climate change (e.g. in the introduction) OR includes other key words associated with managing climate change in a general context (e.g. GHG emissions).	Prescribed responses/guidance for one climate change issue (e.g. sea level rise) AND/OR one council function (e.g. land use planning) only.	Detailed inclusion of climate change, but is limited to two climate change issues (e.g. sea level rise) AND/OR two council functions (e.g. land use planning).	Climate change is well considered and includes responses to direct and indirect impacts.
Financial Management #2	Council's financial management policy, strategy and/or plan were reviewed for words associated with managing climate change (e.g. 'climate change', 'sea level rise' and 'adaptation').	No publicly available financial management documents were found.	No consideration of climate change (or associated words) in financial management documents.	General statements about climate change (e.g. in the introduction) OR includes other key words associated with managing climate change in a general context (e.g. GHG emissions).	Prescribed responses/guidance for one climate change issue (e.g. sea level rise) AND/OR one council function (e.g. land use planning) only.	Climate change adaptation is recognised in financial planning (more than one climate change issue AND/OR council function). But the financial management documents do not guide innovative finance or investment policies.	Climate change adaptation is well-budgeted for and resources allocated for mainstreaming. Consideration for climate change in investments and/or investment policies etc. is stated. Innovated finance mechanisms may also be encouraged.
Public Risk Register #3	Council's publicly available risk register was reviewed for words associated with managing climate change (e.g. 'climate change', 'sea level rise' and 'adaptation').	No publicly available risk register was found.	No consideration of climate change (or associated key words) in the risk register.	General statements about climate change (e.g. in the introduction) OR includes other key words associated with managing climate change in a general context (e.g. GHG emissions).	Prescribed responses/guidance for one climate change issue (e.g. sea level rise) AND/OR one climate change risk (e.g. infrastructure risk) only.	Detailed inclusion of climate change with two climate change issues considered.	Climate change is well considered and includes responses to direct and indirect impacts.
Asset Management #4	Council's asset management policy, strategy and/or plan were reviewed for words associated with managing climate change (e.g. 'climate change', 'sea level rise' and 'adaptation').	No publicly available asset management documents were found.	No consideration of climate change (or associated key words) in asset management documents.	General statements about climate change (e.g. in the introduction) OR includes other key words associated with managing climate change in a general context (e.g. GHG emissions).	Prescribed responses/guidance for one climate change issue (e.g. sea level rise) AND/OR one council function (e.g. land use planning) only.	Detailed inclusion of climate change, but is limited to two climate change issues (e.g. sea level rise) AND/OR two council functions (e.g. land use planning).	Climate change is well considered and includes responses to direct and indirect impacts.

Indicator Type	Indicator Instructions	No data	None (0)	Basic (1)	Intermediate (2)	High (3)	Advanced (4)
Land Use Planning #5	Council's Land Use Planning Scheme and Planning Scheme Policies were reviewed for words associated with managing climate change (e.g. 'climate change', 'sea level rise' and 'adaptation').	No publicly available Land Use Planning Scheme was found.	No consideration of climate change (or associated key words) in the Land Use Planning Scheme.	General statements about climate change (e.g. in the introduction) OR includes other key words associated with managing climate change in a general context (e.g. GHG emissions).	Brief inclusion of climate change for one or more climate change issue AND/OR planning theme. Also includes objectives or desired outcomes for specific climate change considerations. May have some general strategies or suggested responses.	Detailed inclusion of climate change for one or more climate change issue AND/OR planning theme (including detailed strategies or suggested responses). May need updating to reflect the most recent IPCC assessment report from date of publication. May have also considered other planning instruments (e.g. Local Planning Policies).	Significant consideration is given to climate change. Importantly, the Land Use Planning Scheme also includes responses to indirect impacts of climate change. Must also reflect the latest science - most recent IPCC assessment report from date of publication.
Emergency Management #6	Council's Municipal Emergency Management Plan was reviewed for words associated with managing climate change (e.g. 'climate change', 'sea level rise' and 'adaptation').	No publicly available Municipal Emergency Management Plan was found.	No consideration of climate change (or associated key words) in the Municipal Emergency Management Plan.	General statements about climate change (e.g. in the introduction) OR includes other key words associated with managing climate change in a general context (e.g. GHG emissions).	Climate change is mentioned throughout, but specific climate change issues are not discussed (e.g. projected height for sea level rise or particular changes in heatwaves).	Climate change is specifically discussed in at least one element of the Planning, Preparation, Response, Recovery (PPRR) process (e.g. plan for increased heatwaves).	Climate change considered in all elements of the Planning, Preparation, Response, Recovery (PPRR) process.
Greenhouse Gas Emissions #7	Council's greenhouse gas (GHG) emissions policy, strategy and/or action plan were reviewed along with other core governance documents and the council's website for words associated with mitigating GHG emissions (e.g. 'climate change', 'greenhouse gas emissions', 'carbon emissions' and 'mitigation').		No publicly available GHG emissions documents were found. Also, climate change target or consideration to reduce GHG emissions was not found in any of the core governance documents OR displayed on Council's website.	A commitment or consideration to reduce GHG emissions is generally mentioned (either in GHG emissions documents, other core governance documents OR displayed on Council's website). Climate change target established to 2020 only.	Climate change target established to 2030 (or one other single date) but minimal information on existing GHG emissions. No target for carbon neutrality.	Climate change target established out 2050 but no target for carbon neutrality. Information on council's current/historical GHG emissions is provided.	Climate change target and aim for carbon neutrality by or before 2050.

Indicator Type	Indicator Instructions	No data	None (0)	Basic (1)	Intermediate (2)	High (3)	Advanced (4)
Climate Risk Management #8	Council's risk management policy, strategy and/or plan were reviewed for words associated with managing climate change (e.g. 'climate change', 'sea level rise' and 'adaptation').	No publicly available risk management documents were found.	No consideration of climate change (or associated key words) in risk management documents.	General statements about climate change (e.g. in the introduction) OR includes other key words associated with managing climate change in a general context (e.g. GHG emissions).	Prescribed specific responses/ guidance for one climate change issue (e.g. sea level rise) AND/OR one climate change risk (e.g. infrastructure risk) only.	Detailed inclusion of climate change (more than one climate change issue AND/OR climate change risk), but is limited to responses to direct impacts of climate change.	Climate change issues AND/OR climate change risks should be considered in all risk decision-making. Must include responses to indirect impacts of climate change.
Adaptation Planning #9	Council's climate change adaptation strategy and/or action plan (or similar council-wide strategy/ action plan that drives adaptation planning) was reviewed for words associated with managing climate change (e.g. 'climate change', 'sea level rise' and 'adaptation').		No publicly available climate change adaptation strategy and/or action plan (or similar council-wide strategy/ action plan that drives adaptation planning) were found.	Focussed on one specific climate change issue AND/OR one council function with only summary statements for adaptation provided (not whole of Council).	Summary statements for more than one climate change issue AND/OR council function provided but only for Council activities (not community). Time frames for adaptation actions also allocated.	Detailed responses for adaptation actions for both the Council and community. Does not have all the attributes listed in the 'Advanced' score level.	A comprehensive adaptation strategy and/or action plan exists. It must include ALL of the following: key performance indicators, identified roles and responsibilities, timing for delivery, linked to governance (mainstreaming), includes information from the community, and other key stakeholders.
Climate Change Policy #10	Council's climate change policy (which includes adaptation) and/or environment/ sustainability policy were reviewed for words associated with managing climate change (e.g. 'climate change', 'sea level rise' and 'adaptation').		No publicly available (council endorsed) climate change policy was found. There may be an environment/ sustainability policy however it does not mention climate change.	Climate change is considered in either a climate change policy OR environment/ sustainability policy. There are prescribed responses/ guidance for one climate change issue (e.g. sea level rise) AND/OR one council function (e.g. land use planning) only.	Climate change is considered in either a climate change policy OR environment/ sustainability policy. Detailed inclusion of climate change, but is limited to two climate change issues (e.g. sea level rise) AND/OR two council functions (e.g. land use planning).	A specific climate change policy exists and considers numerous climate change issues. Must also reflect the latest science - most recent IPCC assessment report from date of publication. Does not have all the attributes listed in the 'Advanced' score level.	A comprehensive climate change policy exists. It must include ALL of the following: key performance indicators, identified roles and responsibilities, timing for delivery, linked to governance (mainstreaming), community and/or stakeholder engagement.

Appendix D: Actions to strengthen climate change governance

Indicator	Level	Recommendation
Strategic Plan (#1)	Basic	Ensure that council's Strategic Plan includes examples of specific climate change actions. For example, "Council will explore how climate change adaptation and mitigation can be mainstreamed into decision making. Specifically, Council will focus on bushfire risk (or heatwave risk etc.)".
Financial Management (#2)	No data	Climate change may have a material impact on council finances. Ensure that the relevant reports associated with this indicator are publicly available. Transparency supports community confidence in Council and enables businesses and residents to ascertain the extent of Council decision making associated with climate change.
Public Risk Register (#3)	No data	Ensure that the relevant reports associated with this indicator are publicly available. Transparency supports community confidence in Council and enables businesses and residents to ascertain the extent of Council decision-making associated with this climate change.
Asset Management (#4)	No data	No information was available to assess this indicator. Ensure that the relevant reports associated with this indicator are publicly available. A public asset management plan can support economic development as it informs the market and residents about the extent of Council's awareness of the effects of climate change.
Land Use Planning (#5)	Basic	Ensure that climate change is mentioned in the introduction/context of the local content of Council's planning scheme and that climate change is listed with one or more defined objectives or outcomes, for example objectives to address sea level rise, flooding or heatwave. To support the inclusion of climate change in planning instruments, Council could consider spatial hazard studies that consider climate change (e.g. bushfire, flood, coastal erosion, sea level rise, heat island mapping).
Emergency Management (#6)	None	Council is encouraged to amend the Municipal Emergency Management Plan to ensure that climate change is referred to in the introduction. For example, "Climate change is likely to exacerbate many of the known disaster risks and affect those already vulnerable to natural hazards".
GHG Emissions (#7)	None	Council could consider reducing greenhouse gas emissions and/or set an emissions reduction target. The target could aim for a moderate reduction on GHG emissions by 2020 (e.g. 10% -20% reduction on baseline).
Climate Risk Management (#8)	No data	No information was available to assess this indicator. Council could ensure that the relevant reports associated with this indicator are publicly available. Transparency supports community confidence in Council and enables businesses and residents to ascertain the extent of Council decision making associated with this climate change.
Adaptation Planning (#9)	Advanced	Council has received an 'Advanced' score for this indicator. This is best practice and allows your council to share its journey with other local governments seeking to improve their consideration of climate change. To ensure that this indicator is maintained at this level Council could monitor any new IPCC reports, government regulations and emerging standards that may affect Councils adaptation actions. Council is encouraged to maintain sufficient staff capacity and resourcing to support implementation of the Adaptation Plan across Council.
Climate Change Policy (#10)	None	A climate change policy will help ensure Council's method for adapting to climate change is consistent and robust. If council is to implement a climate change policy then it could include: specific IPCC climate change scenarios it is aligning to (preferably RCP 8.5 as a minimum), identified roles and responsibilities, timing for delivery, triggers for review (e.g. within 6 months of each IPCC assessment report), activities for improving governance scores (mainstreaming), and commitment to community and/or stakeholder engagement.

