

# Climate Change Action - Gap Analysis

City of Greater Dandenong

February 2019

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# 1. Executive Summary

## About this report

This Gap Analysis Report is one of four Background Reports prepared by Ernst & Young (EY) to inform the development of a Climate Change Strategy and Action Plan for the City of Greater Dandenong (CoGD). The four background reports are as follows.



The purpose of this Gaps Analysis report is to evaluate what CoGD is already undertaking in relation to preparing for climate change through the implementation of a range of existing policies, plans and strategies. Specifically, the Gap Analysis, identifies:

- ▶ **Strengths of CoGD's existing approach:** highlighting areas where CoGD's existing experience provides a sound foundation to build on as the climate change strategy and action plan is developed.
- ▶ **Areas for improvement and future focus:** indicating areas that are specific to climate action planning that are not adequately covered by current plans but should be considered as the climate change strategy and action plan is developed to address these gaps.
- ▶ **Recommendations:** suggesting areas where CoGD's approach to climate change can be improved and could be incorporated to the development of the climate change strategy and action plan.

## Approach to the gaps analysis

Cities across the world are considering their role in contributing to greenhouse-gas emissions reductions and preparing for the impacts of climate change. To support cities to develop effective strategies to reduce emissions (climate change mitigation actions) and prepare for the impacts of climate change (climate change adaptation actions), C40 Cities Climate Leadership Group, a not-for-profit organisation coordinating a network of cities committed to demonstrating climate leadership, has developed a framework to guide cities' approach to climate action.

The C40 Climate Action Planning Framework<sup>1</sup> outlines a set of 30 'essential' criteria which describes what good climate action planning looks like. EY used this Framework to assess CoGD's approach to climate change, to capitalise on CoGD's strengths, and to identify any gaps in CoGD's approach and evidence-base that could be addressed by its new Climate Change Strategy and Action Plan. The C40 Climate Action Planning Framework was chosen due to its credibility as the leading framework for guiding climate action planning for urbanised regions globally. It is also the only framework that supports and guides cities and local governments with establishing a plan for climate action that is aligned to the Paris Agreement's long-term goal to keep the increase in global average temperature to well below 2 °C above pre-industrial levels; and to limit the increase to 1.5 °C, as the science tells us this would substantially reduce the risks and impacts of climate change.

## Key findings

Despite CoGD having not yet developed a climate change strategy, there are six criteria within the C40 Climate Action Planning Framework that CoGD has met (20% of the essential criteria) through other policies, plans and procedures. For example, CoGD has demonstrated strong internal and external stakeholder engagement for the Sustainability Strategy that followed the Council's Community Engagement Policy and Framework. The links within CoGD's Sustainability Strategy to other policies and priorities are also highlighted as an approach that should be continued in preparing the Climate Change Strategy and Action plan, and CoGD should ensure that the Climate Change Strategy complements the Council's existing policies and procedures. CoGD has also committed to allocating resources to the review and revision process for the Sustainability Strategy every five years. A similar, regular, review process would help to keep the Council on track to any targets set as part of the Climate Change Strategy. These criteria of the Framework illustrate CoGD's strengths that can be leveraged to support the development of the Climate Change Strategy and Action Plan.

While current CoGD plans and policies do not meet the essential criteria for many of the criteria in the Climate Action Planning Framework, after the Climate Change Strategy and Action Plan is drafted, it is expected that most (over 83%) of the essential criteria will be met, or at least partially met, highlighting the importance of the programme of work supporting the development of the Climate Change Strategy and Action Plan.

With the implementation of the planned Climate Change Strategy and Action Plan, most of the gaps identified in the gap analysis are likely to be addressed either to a degree (i.e. partially met) or in full; satisfying the criteria within the C40 Climate Action Planning Framework. However, there remains a small number of categories that the current climate change strategy and action plan programme of work will not address, relating to the endorsement and implementation of the Strategy. This includes criteria relating to:

- ▶ Political commitment from the Mayor to begin implementing transformational action to deliver an emissions neutral and climate resilient City by 2050.
- ▶ Highlighting and monitoring any challenges or risks to the implementation of the Climate Change Strategy and Action Plan

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<sup>1</sup> C40 Cities (2018), Climate Action Planning Framework, available at: <https://resourcecentre.c40.org/climate-action-planning-framework-home>

- ▶ Implementing a process of monitoring and reporting progress against the Climate Change Strategy and Action Plan
- ▶ Committing to evaluate the impact (emissions reduction, risk reduction and wider inclusive benefits) of the Climate Change Strategy and Action Plan at regular intervals
- ▶ Committing to publish regular updates, informed by evidence from the monitoring and evaluation of the Climate Change Action Strategy and Action Plan.

The recommendations outlined in this report are intended to outline options for addressing these outstanding criteria gaps.

## Recommendations

A summary of the high priority recommendations is provided below. These recommendations cover the five criteria that are expected to be outstanding at the conclusion of the current programme of work. The full list of recommendations from the Gaps Analysis includes additional recommendations, where the expected status against essential criteria at completion of the current scope of work was considered 'partially met.'

Priority Recommendation that the current programme of work will not address

Essential criteria	Comments and Recommendations
<b>Commitment &amp; Collaboration Pillar</b>	
<p><b>A written (where possible, signed) commitment from the Mayor, to begin implementing transformational action to deliver an emissions neutral and climate resilient City by 2050, consistent with the objectives of the Paris Agreement.</b></p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.</i></p> <ul style="list-style-type: none"> <li>▶ The Sustainability Strategy, along with other public plans, for example, the Council Plan 2017 - 2021 and the Community Wellbeing Plan 2017-2021, include a statement from the CoGD Mayor that the CoGD Council has made transforming the CoGD into an environmentally sustainable City a priority. The City's TAKE2 Pledge also outlines this ambition. However, there is no evidence of commitment to specific targets given the baseline and targets have not yet been set.</li> <li>▶ Once the CoGD Climate Change Strategy and Action Plan has been developed it is recommended that CoGD includes a written commitment from the Mayor to begin implementing transformational action to deliver an emissions neutral and climate resilient city by 2050, consistent with the objectives of the Paris Agreement. This recommendation is beyond the current scope of work, but is required for CoGD to meet this criterion of the C40 Climate Action Planning Framework.</li> </ul>
<b>Acceleration &amp; Implementation Pillar</b>	
<p><b>Costs (operational and capital expenditure) are attributed to mitigation and adaptation actions and assigned in line with the phased delivery of actions.</b></p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.</i></p> <ul style="list-style-type: none"> <li>▶ Once the CoGD Climate Change Strategy and Action Plan has been endorsed, conduct budgeting for the implementation of each action identified within the plan. Consider obtaining cost-benefit analysis of each of mitigation and adaptation actions.</li> </ul> <p><i>Note: A high-level estimate of costs for each energy saving opportunities has been included based on a Marginal Abatement Cost Curve analysis, related to the existing Manufacturing, Commercial and Residential buildings/site based consumption. This helps to identify and prioritise short to longer term actions, based on return-on-investment and payback years. Further budgeting for the implementation of the climate change strategy and action plan is beyond the scope of the current programme of work.</i></p>

Essential criteria	Comments and Recommendations
<p>Challenges to the implementation of actions are assessed through a risk assessment, and addressed through risk management and monitoring measures.</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.</i></p> <ul style="list-style-type: none"> <li>▶ Identify challenges and risks to the successful implementation of strategic actions contained in the CoGD Climate Change Strategy and Action Plan. Continue to monitor delivery of the Plan's implementation.</li> </ul> <p><i>Note: As part of CoGD's review of the Mitigation and Adaptation reports, feedback can be provided on perceived challenges/barriers and risks with respect to implementation of actions.</i></p>
<p>There is a process for monitoring and reporting progress on implementation with set key performance indicators. This includes regular monitoring, and yearly reporting (at a minimum), in line with existing governance and reporting systems. C40 cities should report against the 1.5 degrees Celsius Pathway Indicators. Progress is reported to the Mayor's office and publicly (except with regard to confidential data), as well as to a global platform to communicate the City's contribution to the Paris Agreement.</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.</i></p> <ul style="list-style-type: none"> <li>▶ Develop a monitoring, evaluation, and learning framework to track progress against the CoGD Climate Change Strategy and Action Plan. Some monitoring and reporting already takes place for the CoGD Sustainability Strategy (for example, through the Annual Sustainability Report and Corporate Risk Register) which could be extended to include reporting on the CoGD Climate Change Strategy and Action Plan.</li> </ul>
<p>There is a process for evaluating impact (emissions reduction, risk reduction and wider inclusive benefits). There is regular evaluation, at pre-defined times and in line with emissions inventory reporting updates, or as new information on climate risks becomes available.</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.</i></p> <ul style="list-style-type: none"> <li>▶ Consider establishing an evaluation programme and perform on-going public disclosure against the monitoring plan.</li> </ul>

## 2. Introduction

### Background to the gap analysis

There are a number of groups and networks of cities that are championing ambitious action on climate change. Furthermore, state governments and the Commonwealth Government have policy initiatives and legislation in place that support greenhouse gas (GHG) emissions reporting and GHG emissions reductions. The resources and tools provided by these groups can be leveraged to support the development of City of Greater Dandenong's Climate Change Strategy and Action Plan. A list of the resources and tools relevant to climate action planning to City of Greater Dandenong for both its organisational boundary and the broader local government area can be found in Appendix B.

In the past year, two guidance documents have emerged relevant to the development of city climate action plans: The Global Covenant of Mayors Common Reporting Framework<sup>2</sup> and the C40 Cities Climate Action Planning Framework.<sup>3</sup>

The Global Covenant of Mayors is a voluntary coalition of thousands of cities committing to climate action<sup>4</sup>. In order to create a transparent process and facilitate comparability between cities, the Common Reporting Framework provides a common language for setting climate-related targets and for reporting on progress. The Common Reporting Framework provides a high-level description of information that should be included in climate change mitigation and adaptation plans. It outlines a number of aspects that are mandatory to include in climate action plans if a city joins and commits to report regularly to the Global Covenant of Mayors.

The C40 Cities Climate Leadership Group (C40), a not-for-profit organisation, is coordinating a network of more than 90 cities to 'collaborate effectively, share knowledge and drive meaningful, measurable and sustainable action on climate change.'<sup>5</sup> To support cities to develop effective strategies to reduce emissions (climate change mitigation actions) and prepare for the impacts of climate change (adaptation actions), C40 has developed a framework to guide cities' approach to climate action.<sup>6</sup> The C40 Climate Action Planning Framework was developed throughout 2017-18 in collaboration with a selection of cities that participated in C40's Climate Action Planning pilot programme (Boston, Durban, London, Los Angeles, City of Melbourne, Mexico City, New York City and Paris), and has since been peer reviewed by key external organisations committed to supporting climate change action. **The C40 Climate Action Planning Framework has been designed to support cities to develop climate change strategies and action plans that are aligned with the objectives of the Paris Agreement.**<sup>7</sup> It covers key aspects of municipality-wide climate action planning, as opposed to plans to address councils' corporate emissions. It sets out a list of 'essential' criteria which describes what good climate change action planning looks like

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<sup>2</sup> Global Covenant of Mayors for Climate & Energy (2018), Global Covenant of Mayors Common Reporting Framework, available at: [https://www.globalcovenantofmayors.org/wp-content/uploads/2019/04/FINAL\\_Data-TWG\\_Reporting-Framework\\_website\\_FINAL-13-Sept-2018\\_for-translation.pdf](https://www.globalcovenantofmayors.org/wp-content/uploads/2019/04/FINAL_Data-TWG_Reporting-Framework_website_FINAL-13-Sept-2018_for-translation.pdf)

<sup>3</sup> C40 Cities (2018), Climate Action Planning Framework, available at: <https://resourcecentre.c40.org/climate-action-planning-framework-home>

<sup>4</sup> Global Covenant of Mayors for Climate & Energy (2018), Global Covenant of Mayors Common Reporting Framework, available at: [https://www.globalcovenantofmayors.org/wp-content/uploads/2019/04/FINAL\\_Data-TWG\\_Reporting-Framework\\_website\\_FINAL-13-Sept-2018\\_for-translation.pdf](https://www.globalcovenantofmayors.org/wp-content/uploads/2019/04/FINAL_Data-TWG_Reporting-Framework_website_FINAL-13-Sept-2018_for-translation.pdf)

<sup>5</sup> C40 Cities (2018), About C40, available at: <https://www.c40.org/about>

<sup>6</sup> C40 Cities (2018), Climate Action Planning Framework, available at: <https://resourcecentre.c40.org/climate-action-planning-framework-home>

<sup>7</sup> Specifically, the C40 Climate Action Planning Framework supports the transition to a low carbon economy in line with the Paris Agreement's overarching goal of limiting global warming to less than 2 degrees Celsius and pursue best efforts to limit global temperature increase to 1.5 degrees Celsius. C40 have translated this goal to mean cities should aim to be carbon neutral by 2050 at the latest, with the more capable cities (those in countries with relatively high Gross Domestic Product) taking significant action to reduce emissions in the period to 2030. C40 Cities (2018), Climate Action Planning Framework, available at: <https://resourcecentre.c40.org/climate-action-planning-framework-home>

The C40 Climate Action Planning Framework was used, as it is a more exacting standard which covers all of the areas outlined in the Global Covenant of Mayors Common Reporting Framework in greater detail. The C40 Climate Action Planning Framework was therefore used to assess CoGD's approach to climate change, to capitalise on CoGD's strengths, and to identify any gaps in CoGD's approach, and evidence base that could be addressed by its new Climate Change Strategy and Action Plan.

The focus of both the C40 Climate Action Planning Framework and the Global Covenant of Mayor Common Reporting Framework is on community-scale climate action planning as this has a higher impact potential than corporate-scale climate actions. For example, Council's corporate emissions account for >1% of the community's emission profile which means that Council cannot significantly reduce emissions on its own, its influence within the community is more significant. The broader community-scale climate actions are also likely to have a more significant impact on the community. For example, actions that drive behaviour change will impact more people than actions specific to Council's operational that in some cases may only impact Council staff. However, many elements of the C40 Climate Action Planning Framework are relevant to both community and corporate climate action planning:

- ▶ The Framework covers governance and leadership aspects which could be applied to both CoGD corporate and community commitments
- ▶ The Framework also emphasises the importance of evidenced-based decision making, which again, is relevant to climate action at both the corporate and community scales.
- ▶ A commitment to implementation, prioritisation and monitoring and evaluation is also applicable to both corporate and community scale climate action planning.

For the purposes of climate action planning for Council's corporate emissions mitigation and adaptation planning the C40 framework was leveraged along with well-established standards and methods for emissions abatement analysis for organisations. This included the use of the Greenhouse Gas (GHG) Protocol for Cities and National greenhouse Gas, National Greenhouse Accounts (NGA) Factors, Marginal Abatement Cost Curve (MACC) analysis and international and Australian recognised risk analysis and management standards.



### 3. Approach to the gap analysis

#### C40 Climate Action Planning Framework

The C40 Climate Action Planning Framework proposes key elements of city-level climate change action plan that are considered to be aligned with the Paris Agreement; delivering both ambitious, community-scale, emission reduction actions and responding to climate change risks by improving city resilience.

The Framework was developed with a number of C40 Cities<sup>8</sup>, including City of Melbourne, and has been reviewed by a number of C40’s partners. It provides an independent and widely endorsed framework to assess the suitability of climate planning.

The Framework outlines three pillars, described in Table 1 below.

Table 1 - Pillars of the C40 Climate Action Planning Framework.<sup>9</sup>

Commitment & Collaboration	Challenges & Opportunities	Acceleration & Implementation
<i>“Focuses on the plan’s governance and coordination and the need for community and business engagement, and communications, throughout the plan’s development and implementation”</i>	<i>“Considers the evidence base and existing city conditions, including: baseline emissions, 2050 emissions trajectory, climate risk and socioeconomic priorities”</i>	<i>“Defines the transformational action and implementation plan, including the development and prioritisation of actions and the processes of monitoring, evaluation, reporting and revision”</i>

Beneath these pillars, the framework sets out 30 “essential criteria” that C40 believe should be included in all city-level climate change action plans. These criteria, detailed in Appendix A, range from obtaining commitment to the plan from the Mayor, to specifying requirements for pathway planning, to learning from the implementation of the CoGD Climate Change Strategy and Action Plan through monitoring and evaluation.

C40 suggest that the Framework can be used at two stages of climate change action planning:

1. Early in the planning process **before** the draft strategy has been prepared to identify gaps in the evidence base, engage internal stakeholders, and provide specific recommendations for the city to consider as it develops its strategy.  
*This is the current stage of CoGD’s climate change planning process.*
2. **After** the draft strategy has been prepared, to check that the plan satisfies the “essential criteria” of the Framework and to address any outstanding gaps before the plan is finalised.

This Gap Analysis background report was prepared at the first of these stages, before CoGD’s Climate Change Strategy and Action Plan has been drafted. As the CoGD currently has no existing climate change plan, the assessment drew on a number of related CoGD policies, plans, and strategies, namely the:

- ▶ Sustainability Strategy
- ▶ Council Plan, Annual Budget and Long-term Financial Strategy
- ▶ The Greater Dandenong Planning Scheme
- ▶ Asset Management Strategy
- ▶ Building Energy Management Plan

<sup>8</sup> C40 Cities (2018), Climate Action Planning Framework, available at: <https://resourcecentre.c40.org/climate-action-planning-framework-home>

<sup>9</sup> C40 Cities (2018), Climate Action Planning Framework, available at: <https://resourcecentre.c40.org/climate-action-planning-framework-home>

- ▶ Community Wellbeing Plan
- ▶ Sustainable Stormwater Strategy
- ▶ Risk Assessment Framework and Register
- ▶ Relevant departments Business Plans and day to day operations.

**Of these existing plans, the Sustainability Strategy was most relevant to the Framework's 30 essential criteria as it includes specific climate change related goals, targets, objectives and actions.** This includes examples of CoGD initiatives that are relevant to the C40 Framework. The assessment also considered the scope of work and approach taken to develop the climate change strategy (which began in 2018 and is due to conclude in 2020) to provide an estimation of the extent to which all the criteria will be met once the final strategy has been prepared.

The assessment was based on desktop research into a short list of key existing CoGD policies, plans, or strategies, supplemented with insights obtained through interviews and meetings with CoGD staff during the course of the project to date.

## 4. Key findings

The gap analysis assessment against the C40 Climate Action Planning Framework's essential criteria found that:

- ▶ CoGD is in the process of developing a climate change strategy and action plan, therefore based on current plans, CoGD does not meet 80% of the essential criteria of the C40 Climate Action Planning Framework. The 20% of criteria that have been met by existing plans present an opportunity to build on CoGD's strengths (these strengths are outlined below).
- ▶ Despite the finding above, it is anticipated that following the conclusion of the current programme of work, the CoGD Climate Change Strategy and Action Plan will meet over 83% of the essential criteria of the C40 Climate Action Planning Framework<sup>10</sup>. The remaining outstanding criteria relate to items beyond the scope of the current programme of work (such as gaining political commitment from the Mayor) and some that relate to the implementation and review of the plan (such as allocated budgets and planned evaluations supporting implementation of the plan) which will occur once the plan is adopted.

### 4.1 Strengths of the City of Greater Dandenong

Despite CoGD having not yet developed a climate change strategy, there are a number of criteria within the C40 Climate Action Planning Framework that the CoGD have met (20% of the essential criteria) through other policies, plans and procedures. These criteria are:

- ▶ A plan that is informed by consultation with key government, business and civil society stakeholders (including the communities which are directly impacted by climate change)
- ▶ A review of the opportunities for integration with existing laws, regulations, policies, plans, and of the local government institutions that are key for accelerating delivery and are engaged in the development of the plan
- ▶ The plan states a clear ambition for inclusive climate action, identifying the wider benefits to be gained through the delivery of the plan and referencing how benefits impact other city priorities
- ▶ Communication occurs during the plan's development, launch and implementation. Communications are targeted to diverse stakeholder groups and supported by engagement, capacity-building and behaviour-change programmes to enable key stakeholders to play their part in delivering the plan
- ▶ There is a description of the current administrative and physical geography as relevant to climate change (e.g. coastal, inland, fluvial, topography, elevation)
- ▶ There is a commitment to publishing updates, supplements or addenda on a 5-yearly basis, and/or at the start of each new mayoral term (particularly where a change of administration has occurred), informed by evidence from monitoring and evaluation.

Across the three pillars within the C40 Climate Action Planning Framework (Commitment & Collaboration, Challenges & opportunities, and Acceleration & Implementation), CoGD scored highest across the Commitment & Collaboration pillar, meeting four of the nine essential criteria in the Framework. Specifically, **CoGD excelled due to its strong internal and external stakeholder**

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<sup>10</sup> This figure includes where criteria will be partially met, where some elements of the required action to meet the essential criteria are beyond the scope of the current programme of work, but not beyond the expected capability of the City of Greater Dandenong.

## **engagement for the Sustainability Plan that followed the Council's Community Engagement Policy and Framework.**

The engagement, of over 700 people, including residents, businesses, visitors and community groups, is evidence of CoGD's ability to engage with the key stakeholders, and highlights a key strength that should be embraced and leveraged during the drafting of the Climate Change Strategy and Action Plan.

The CoGD was also found to have demonstrated, within the Sustainability Strategy, to have considered the interrelated nature of the Strategy with other Council policies and plans. This includes completion of the Public Street Lighting Program to reduce energy consumption and emissions, developing a local Environmental Sustainable Development planning policy to be embedded within the Greater Dandenong Planning Scheme to incentivise sustainable design, and developing a Green Travel Plan for buildings to help incentivise sustainable methods of transportation and positively impact buildings Green Star ratings.

Through the achievement of the different priorities within the Sustainability Strategy, wider benefits to the community have been identified but not specifically defined. These include improved health, higher savings, education opportunities, greater community connectedness and general improved wellbeing and quality of life for residents; and high productivity, lower costs and staff attraction and retention benefits for businesses. **This integrated and holistic approach to CoGD policies should be continued in the drafting of the Climate Change Strategy and Action plan**, and CoGD should ensure that the Climate Change Strategy complements, rather than frustrates or makes obsolete, the Council's existing policies and procedures.

Finally, the **CoGD has already committed to allocating resources to the review and revision process for the Sustainability Strategy every five years**. This ensures that the Strategy remains relevant and continues to drive CoGD towards its vision of being Australia's most sustainable city by 2030. While the CoGD has not yet made the same commitment for the Climate Change Strategy and Action Plan (since it has not yet been drafted), a similar regular review process would help to keep the Council on track to any targets set as part of the Strategy, and provide important monitoring and evaluation against the 2030 vision.

## **4.2 Areas for improvement and future focus**

While current CoGD plans and policies do not meet the essential criteria for many aspect of the C40 Climate Action Planning Framework, after the Climate Change Strategy and Action Plan is drafted, it is expected that over 83%<sup>11</sup> of the essential criteria will be met, highlighting the importance of the current programme of work supporting the development of the Climate Change Strategy and Action Plan. Table 2, below, highlights the volume of gaps that will be filled by this work, with only five remaining criteria for work to be completed by CoGD after the Strategy has been drafted.

The remaining outstanding criteria relate to items beyond the scope of the current programme of work (such as gaining political commitment from the Mayor) and some that relate to the implementation and review of the plan (such as allocated budgets and planned evaluations supporting implementation of the plan) which will occur once the plan is adopted.

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<sup>11</sup> This figure includes estimated end points where the criteria is likely to be met through the development of CoGD's Climate Change Strategy and Action Plan. It also includes criteria where it is estimated that the Climate Change Strategy and Action Plan will meet the criteria 'to a degree', as the required action to fully satisfy the essential criteria is outside the scope of the current programme of work, but not beyond the ability of the City of Greater Dandenong.

Table 2 - Overview of gaps against the 30 "essential criteria" in the C40 Climate Action Planning Framework.

C40 Climate Action Planning Framework		CoGD's Current Status - based on existing plans and policies	Expected CoGD future status - after development of Climate Change Strategy and Action Plan
Pillar	Number of 'Essential Criteria' for each pillar	Number of 'Essential Criteria' met	Number of 'Essential Criteria' at least partially met
Commitment & Collaboration	9	4 out of 9	8 out of 9
Challenges & Opportunities	9	1 out of 9	9 out of 9
Acceleration & Improvement	12	1 out of 11	8 out of 12

As outlined in Table 2 above, CoGD's existing plans and policies had a higher alignment with the essential criteria under the C40 Climate Action Planning Framework's Commitment & Collaboration Pillar (with four of the nine essential criteria in the Framework having been met), whereas a greater number of gaps were identified in the Challenges & Opportunities and Acceleration & Improvement categories.

For the Challenges & Opportunities Pillar, CoGD does not currently meet eight of the nine criteria under the Framework, mostly attributed to CoGD not currently have a Climate Change Strategy and Action Plan. Within this pillar, there were three major areas for improvement for the CoGD:

- ▶ The existing policies and plans, including the Sustainability Strategy, did not have sufficient contextual data and trends, such as energy consumption or emissions generated within the City boundary, in the document that could influence (or be influenced by) climate change. While demographic data are made available through the Council Plan 2017-2021 and the Council Wellbeing Plan 2017-2021, a cohesive analysis around the trends and the relationship to the social and economic priorities of the City in relation to climate action was missing.
- ▶ There was limited disclosure of CoGD's governance and administrative structure, and no detailed mapping in relation to climate change of decision-making processes, and roles/responsibility across the Council's operations. This also extended to required partnerships with other stakeholders, with no areas identified by CoGD that could benefit from collaboration due to weaker control or influence from CoGD.
- ▶ As CoGD has not yet developed the business-as-usual (BAU) emissions trajectory, none of the emissions trajectory criteria were met, including the assessment of climate hazards in relation to likelihood or consequence; or its impact on City systems, sectors and vulnerable communities. As the CoGD is Australia's most culturally diverse local government area (LGA)<sup>12</sup>, these considerations will be important for the Council's for climate change actions, to ensure vulnerable members of the community are not disproportionately impacted by climate change.

For the Acceleration & Implementation pillar, the CoGD does not currently meet 11 of the 12 criteria under the Framework, mostly due to a Climate Change Strategy and Action Plan not yet been prepared, and the most aligned current policies used in the gap analysis (the Sustainability Strategy) did not have specific climate change mitigation and adaptation actions within it. Broadly, the major gaps related to:

<sup>12</sup> <http://www.greaterdandenong.com/news/2319/greater-dandenong-officially-nations-most-culturally-diverse-community>

- ▶ No climate change mitigation and/or adaptation actions had specifically been identified and linked to the evidence base, focusing on highest emissions sectors and/or the most significant climate risks. Given the CoGD's strong industrial sector, a sectoral approach to climate change mitigation and adaptation will be useful to maximise emissions abatement and actively find interdependencies between mitigation and adaptation to maximise return on investment for CoGD businesses and industry.
- ▶ Actions in the Sustainability Strategy have high-level stakeholder engagement areas denoted against them, but capital costs, evidence of roles and responsibilities and action specific deliverables are not reported within the Strategy. Furthermore, timescales are also not reported, which presents a risk in relation to keeping Council accountable to the actions it has committed to.
- ▶ With no list of climate-change mitigation and/or adaptation actions, the criteria in relation to the social and/or economic impact assessment of the Action Plan, the process for monitoring and reporting on implementation progress, or on evaluating impact have not been met. The Sustainability Strategy does acknowledge that the low socioeconomic nature of the community increases the vulnerability and decreases resilience of the CoGD community to physical and mental health issues, which could be exacerbated during climate risks. This will need to be further expanded upon in the Climate Change Strategy and Action Plan, given the large culturally and linguistically diverse (CALD) community in CoGD.

## 5. Recommendations

With the implementation of the planned Climate-Change Strategy and Action Plan, most of the gaps identified in the gap analysis are likely to be addressed either to a degree (i.e. partially met) or in full; satisfying the criteria within the C40 Climate Action Planning Framework. However, there will remain a small number of categories that the current programme of work may not sufficiently address. This includes one criteria in the Commitment and Collaboration section, and four in the Acceleration and Implementation pillar.

Table 3: Recommended areas of future focus

Essential criteria	Comments and Recommendations
<b>Commitment &amp; Collaboration Pillar</b>	
A written (where possible, signed) commitment from the Mayor, to begin implementing transformational action to deliver an emissions neutral and climate resilient City by 2050, consistent with the objectives of the Paris Agreement.	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.</i></p> <ul style="list-style-type: none"> <li>▶ The Sustainability Strategy, along with other public plans, for example, the Council Plan 2017 - 2021 and the Community Wellbeing Plan 2017-2021, include a statement from the CoGD Mayor that the CoGD Council has made transforming the CoGD into an environmentally sustainable City a priority. The City's TAKE2 Pledge also outlines this ambition. However, there is no evidence of commitment to specific targets given the baseline and targets have not yet been set.</li> <li>▶ Once the CoGD Climate Change Strategy and Action Plan has been developed it is recommended that CoGD include a written commitment from the Mayor to begin implementing transformational action to deliver an emissions neutral and climate resilient city by 2050, consistent with the objectives of the Paris Agreement. This recommendation is beyond the current scope of work, but is required for CoGD to meet this criterion of the C40 Climate Action Planning Framework.</li> </ul>
The Plan states a clear ambition for inclusive climate action, identifying the wider benefits to be gained through the delivery of the Plan and referencing how benefits impact other City priorities.	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <ul style="list-style-type: none"> <li>▶ The Climate Change Mitigation Background Report and Decision Support Framework includes a high-level, qualitative, assessment of socio-economic co-benefit mapping of the climate actions. Relevant existing City priorities, such as those stated in the Sustainability Strategy, are also referenced in Climate Change Literature Review which will support the development of CoGD's Climate Change Strategy and Action Plan. However, additional, more detailed, work is planned to identify the socio-economic co-benefits of the proposed climate action. This will be required to meet this criterion of the C40 Climate Action Planning Framework.</li> </ul>
The costs and human resources that are needed to deliver the Plan have been determined. Resources and budget have been allocated for at least the first year of Plan implementation.	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <ul style="list-style-type: none"> <li>▶ Formalise a plan/commitment that confirms the allocation of a dedicated resources to support the development of the climate change strategy and action plan.</li> <li>▶ <i>Note: There is already dedicated sustainability resources within the CoGD that is expected to continue to help resource a Climate Action Plan for delivery in 2020. Due to the timing of implementation, more than a year away, costs and human resources are not yet confirmed although we expect this to be confirmed in due course, including resources and budget for at least the first year of plan implementation from 2020 to 2021. Furthermore, some capital costs have been estimated for investments in energy efficiency and solar PV for the industrial, commercial and residential sectors, to help to stabilise community emissions within the CoGD.</i></li> </ul>

Essential criteria	Comments and Recommendations
<b>Challenges &amp; Opportunities Pillar</b>	
<p>Contextual data and trends (where available), including indicators or information on social and economic priorities for the City (e.g. demographics, education, employment status, equity).</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <ul style="list-style-type: none"> <li>▶ The Climate Change Risk and Adaptation Analysis report provides the overall socioeconomic profile of the CoGD (i.e. demographics including information highlighting the cultural diversity of CoGD, key services offered including median income and other key social factors) in the context of potential risks it may be subject to in the context of climate change. Socio economic trends such as population growth and local business sector composition and trends have been considered for the business-as-usual emissions trajectory. High-level socio-economic co-benefit mapping is also incorporated into the Decision Support Framework used to prioritise CoGD's potential climate change mitigation actions. Additional, social inclusion analysis is recommended to better understand how the climate actions interact with CoGD's socioeconomic priorities. This will be required to meet this criterion of the C40 Climate Action Planning Framework.</li> </ul>
<p>The Plan describes the City's governance and administrative structure and the scope of the Plan (e.g. the inclusion of non-governmental bodies).</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <ul style="list-style-type: none"> <li>▶ To meet this criterion, the Climate Change Strategy and Action Plan should include a description of the Climate Change Strategy and Action Plan boundaries.</li> <li>▶ Identify key roles and their responsibilities, identifying connections between departments and other tiers of government, in relation to climate actions.</li> <li>▶ Identify and confirm action owners. Note: this recommendation is beyond the current scope of work to meet this essential criterion.</li> </ul> <p><i>Note: The Pathway Planning Tool that informs the prioritisation of actions includes consideration of the powers of the city relative to other tiers of government. However, CoGD will be responsible to identifying and confirming action owners.</i></p>
<p>There is an assessment of the powers held by the City government over relevant sectors, assets and functions or actions, noting where additional collaboration is needed to accelerate the delivery of transformational actions over the short term.</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <ul style="list-style-type: none"> <li>▶ Include an assessment of what roles and responsibilities within Council can realise the environmental goals outlined in the CoGD Climate Change Strategy and Action Plan.</li> </ul> <p><i>Note: The Pathway Planning Tool that supports the prioritisation of climate actions includes consideration of the powers of the city relative to other tiers of government. However, CoGD will be responsible to identifying and confirming action owners.</i></p>
<b>Acceleration &amp; Implementation Pillar</b>	
<p>Costs (operational and capital expenditure) are attributed to mitigation and adaptation actions and assigned in line with the phased delivery of actions.</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.</i></p> <ul style="list-style-type: none"> <li>▶ Once the CoGD Climate Change Strategy and Action Plan has been endorsed, conduct budgeting for the implementation of each action identified within the plan. Consider obtaining cost-benefit analysis of each of mitigation and adaptation actions.</li> </ul> <p><i>Note: A high-level estimate of costs for each energy saving opportunities has been included based on a Marginal Abatement Cost Curve analysis, related to the existing Manufacturing, Commercial and Residential buildings/site based consumption. This helps to identify and prioritise short to longer term actions, based on return-on-investment and payback years. Further budgeting for the</i></p>



Essential criteria	Comments and Recommendations
	<p><i>implementation of the climate change strategy and action plan is beyond the scope of the current programme of work.</i></p>
<p>Each action has, at a minimum, a lead institution. The means of implementation (conditional or unconditional of the support of, or funding by other actors) are identified in the plan. Where other actors have been identified as lead organisations, the role of the city in tracking progress, as well as partnership or collaboration arrangements, should be described.</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <ul style="list-style-type: none"> <li>▶ Proposed Collaborations/Partnership required to deliver the CoGD Climate Change Strategy and Action Plan should be clarified including consideration of: deadlines, funding requirements discussed, and key performance indicators identified. This is beyond the scope of the current programme of work.</li> </ul> <p><i>Note: The actions modelled in the Pathway Planning Tool allocate actions to various tiers of government, highlighting the actions that CoGD can deliver unilaterally and which action will require the support from other tiers of government.</i></p>
<p>Challenges to the implementation of actions are assessed through a risk assessment, and addressed through risk management and monitoring measures.</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.</i></p> <ul style="list-style-type: none"> <li>▶ Identify challenges and risks to the successful implementation of strategic actions contained in the CoGD Climate Change Strategy and Action Plan. Continue to monitor delivery of the Plan's implementation.</li> </ul> <p><i>Note: As part of CoGD's review of the Mitigation and Adaptation reports, feedback can be provided on perceived challenges/barriers and risks with respect to implementation of actions.</i></p>
<p>Once all actions have been deployed, the quantity of residual emissions is estimated through to 2050 and identified in the 2050 trajectory. There is a written commitment to update emissions trajectories and to maintain an up-to-date estimate of residual emissions.</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <ul style="list-style-type: none"> <li>▶ Perform on-going analysis into the extent of residual emissions. Undertake further analysis of offsets option, costs and potential stakeholders who could invest in such offsets.</li> </ul> <p><i>Note: The Pathway Planning Tool developed by EY to inform the development of the CoGD Climate Action Strategy and Action Plan will be used to identify the estimated residual emissions after all mitigation actions are considered. However on-going analysis is beyond the scope of the current programme of work.</i></p>
<p>There is an explanation of how inclusivity has been taken into account across the suite of actions and how specific vulnerabilities or inequalities in the City are addressed within the Plan.</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <ul style="list-style-type: none"> <li>▶ Key stakeholders have been identified involving, vulnerable groups, as part of the Engagement Plan for the development of the CoGD Strategy and Action Plan. Further analysis of social inclusion analysis is planned to help to identify the impacts for the CoGD community. This will be required to meet this criterion of the C40 Climate Action Planning Framework.</li> </ul>
<p>There is a process for monitoring and reporting progress on implementation with set key performance indicators. This includes regular monitoring, and yearly reporting (at a minimum), in line with existing governance and reporting systems. C40 cities should report against</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.</i></p> <ul style="list-style-type: none"> <li>▶ Develop a monitoring, evaluation, and learning framework to track progress against the CoGD Climate Change Strategy and Action Plan. Some monitoring and reporting already takes place for the CoGD Sustainability Strategy (for example, through the Annual Sustainability Report and Corporate Risk Register) which could be extended to include reporting on the CoGD Climate Change Strategy and Action Plan.</li> </ul>

Essential criteria	Comments and Recommendations
<p>the 1.5 degrees Celsius Pathway Indicators. Progress is reported to the Mayor's office and publicly (except with regard to confidential data), as well as to a global platform to communicate the City's contribution to the Paris Agreement.</p>	
<p>There is a process for evaluating impact (emissions reduction, risk reduction and wider inclusive benefits). There is regular evaluation, at pre-defined times and in line with emissions inventory reporting updates, or as new information on climate risks becomes available.</p>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.</i></p> <ul style="list-style-type: none"> <li>▶ Consider establishing an evaluation programme and perform on-going public disclosure against the monitoring plan.</li> </ul>

It is recommended that these areas are considered by CoGD, to improve the likelihood of the final Climate Change Strategy and Action Plan being fully consistent with the C40 Framework.

Appendix A

Detailed gap analysis findings

C40 Climate Action Planning Framework, available at: <a href="https://resourcencentre.c40.org/climate-action-planning-framework-home">https://resourcencentre.c40.org/climate-action-planning-framework-home</a>												
Pillar	Category	Category explanation	Sub-category	Sub-category explanation	Essential	Go further	Assessment of CoGD's current state ability to meet the essential criteria based on previous work completed (Red = Gap to Essential; Green = Meets Essential; Purple = Goes Further)	Rationale	Evidence Reviewed (Title, year, chapter and page references, access link or location, date accessed)	Recommendations (within current scope)	Expected status against essential criteria at completion of the current program of work	Recommendations (beyond current scope)
1. Commitment & Collaboration	1.1 Vision, commitment and engagement	It is essential to achieve long-term commitment to the objectives of the Paris Agreement from across government, business and civil society in order to gain widespread support for climate actions in the short and long term and to successfully deliver transformational change. Transformational actions reshape whole systems so that they are decarbonised and resilient to climate change. Actions that deliver or enable such transformation need to be prioritised in the plan.	1.1.1 Long-term vision and political commitment	The city's vision should outline the main features and benefits of becoming an emissions neutral and climate resilient city by 2050, and should include a commitment to take transformational action in key sectors (e.g. energy, buildings, transport and waste). The commitment should specifically endorse the Paris Agreement and should aim to deliver:  1. An emissions neutral city by 2050 at the latest, and set an ambitious interim target; 2. Adaptation to improve the city's resilience to climate hazards that may impact the city both now and in future climate change scenarios; 3. Wider social, environmental and economic benefits, and an improvement in the accessibility of these benefits to the city's population; 4. City governance and partnerships to accelerate the delivery of the city's mitigation targets and resilience goals.	<b>A written (where possible, signed) commitment from the mayor or city leader to begin implementing transformational action to deliver an emissions neutral and climate resilient city by 2050, consistent with the objectives of the Paris Agreement.</b>	A signed legislative commitment with cross-political and/or multi-sector support for delivering the plan and the objectives of the Paris Agreement.	<b>GAP TO ESSENTIAL</b>	The Greater Dandenong Sustainability Strategy 2016- 2030 includes a statement from the Mayor that 'Council has made greater Dandenong becoming an environmentally sustainable city a priority.' The CEO states their vision is to become one of the most sustainable cities in Australia by 2030. However the Strategy does not include evidence of political commitment to specific targets.	Greater Dandenong Sustainability Strategy 2016-2030, available at: <a href="http://www.greaterdandenong.com/document/25440/sustainability-strategy">http://www.greaterdandenong.com/document/25440/sustainability-strategy</a> (p.2)	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met</i>  There are recommendations beyond the current scope of work to meet this essential criteria.	<b>No</b>	Once the CoGD Climate Change Strategy and Action Plan has been developed it is recommended that CoGD include a written commitment from the Mayor to begin implementing transformational action to deliver an emissions neutral and climate resilient city by 2050, consistent with the objectives of the Paris Agreement. This recommendation is beyond the current scope of work, but is required for CoGD to meet this criterion of the C40 Climate Action Planning Framework.
			1.1.2 Targeted engagement and consultation with stakeholders	Stakeholder engagement and consultation are essential for: securing widespread support and buy-in for the plan; ensuring the inclusivity of the plan development process; gathering the most appropriate and comprehensive data and information to develop actions; and establishing partnerships that will be necessary for delivery.	<b>A plan that is informed by consultation with key government, business and civil society stakeholders (including the communities which are directly impacted by climate change).</b>	Commitments from other government, business and civil society stakeholders that they will actively collaborate in delivering the plan.	<b>MEETS ESSENTIAL</b>	Extensive consultation was conducted both internally and externally with the community for the Sustainability Strategy, Council Plan and Community Wellbeing Plan, following the 'Council's Community Engagement Policy & Framework'.  Initial consultation was conducted in 2014 to collate community views on developing a Sustainability Strategy. This feedback and extensive internal consultation informed the Draft Sustainability Strategy; followed by consultation conducted in 2016 to determine if 2014 information has been responded to accordingly. 700 people representing residents businesses community groups and visitors were interviewed. City of Greater Dandenong (CoGD) also received feedback through 186 formal submissions and 110 Facebook comments.  The Council Plan has six main objectives, with (at least) three being relevant to climate change: 1. A healthy, liveable and sustainable city (objective 3) 2. A city planned for the future (Objective 4) 3. A diverse and growing economy (Objective 5) These objectives consider a wide range of council assets and operations, amongst which the wider benefits to the Community, and interrelated nature with other objectives, are noted.  The Community Wellbeing Plan acknowledges the impact of climate change and sustainability on community wellness, and includes preparedness for climate change (and the impact on health and wellbeing) as a key objective.	Greater Dandenong Sustainability Strategy 2016-2030 (p.9) Greater Dandenong Council Plan 2017-2021 (p.2) Greater Dandenong Community Wellbeing Plan 2017-2021 (p.1, p.16)	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met</i>  The current programme of work should deliver the following recommendation to support meeting this criterion:  Develop the Climate Change Strategy and Action Plan through consultation with key stakeholders as outlined in the Consultation and Engagement Plan prepared for this project.  Consider opportunities for ongoing consultation and engagement with key stakeholders to facilitate delivery of the strategy.	<b>Yes</b>	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.
	1.2 Coordination with related initiatives and institutions	Successful delivery of the plan depends on making good strategic use of the prevailing governance structures within and outside the city, and therefore relies on the powers held by the mayor (or other elected city leader) and local government institutions. Coordination with other plans, initiatives and institutions will help to identify complementary efforts and foster collaboration, building governance structures and a stronger business case for prioritising transformational action and accelerating the greatest mitigation and adaptation opportunities.	1.2.1 Evaluation of related city legislation and plans	The plan should strengthen current governance. It should also build on the existing effective laws, regulations, policies or plans that will influence, or may be influenced by, the plan. Local government institutions with a direct or supporting role should be engaged and supportive of the city's climate targets and goals. Opportunities for organisational integration should be maximised to ensure efficient and effective delivery.	<b>A review of the opportunities for integration with existing laws, regulations, policies, plans, and of the local government institutions that are key for accelerating delivery and are engaged in the development of the plan.</b>	Updates to existing city laws, regulations, policies and plans in order to integrate and accelerate the delivery of climate action.	<b>MEETS ESSENTIAL</b>	The Sustainability Strategy outlines a number of cross cutting priority areas that could be considered as part of the climate action plan redevelopment. Key priorities in the Sustainability Strategy include: - complete the 'Public Street Lighting Program' that is projected to save at least 48,338tonnes of CO2e over 20years - Assess & benchmark against One Planet Councils' internationally recognised standard - Adopt the Sustainable Design Assessment in the Planning Process (SDAPP) for 50% of new buildings - Continue partnership with South East Councils Climate Change Alliance (SECCA) - Develop a Local ESD Planning Policy for the Greater Dandenong Planning Scheme - Develop a Green Travel Plan as required for the Green Star Rating  The Sustainability Strategy also includes reference to Council's relevant work with other key stakeholders, such as DELWP, CASBE, SECCA and ENLIVEN to update existing council operations, plans and policies, such as: - work with SECCA to assess financial implications from flooding of urban areas - improve the performance of new buildings through work with DELWP and CASBE to increase the ESD provisions in the Greater Dandenong Planning Scheme	Greater Dandenong Sustainability Strategy 2016-2030 (p.21) Greater Dandenong Sustainability Strategy 2016-2030 (p.28 - regarding transport)	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met</i>  The current programme of work should deliver the following recommendation to support meeting this criterion:  recognise the existing policies that are relevant to the Climate Change Strategy. These policies were considered as part of the background reports.  recognise Council's current and future uptake of relevant opportunities to work with other key stakeholders when appropriate, such as Council's recent commitment to participate in: - A Hot Spots Program with Enliven - funded by the Lord Mayor's Charitable Foundation, and focussing on vulnerable communities - participation in WAGA's & RMT's 'How Well Are We Adapting' project - DELWP's Residential Scorecard efficiency trial and retrofit program	<b>Yes</b>	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.
			1.2.2 Identification of related national and regional commitments	The plan should build on the relevant existing commitments (e.g. nationally determined contributions or NDCs), laws, regulations, policies or plans of other tiers of government (state, country, provincial) as well as those of non-governmental bodies, and ensure that other relevant institutions are engaged in the development of the plan.	<b>Identification of relevant commitments (governmental and non-governmental) and acknowledgement of where targets and actions are shared with or owned by other tiers of government or stakeholders.</b>	Collaboration with relevant authorities to update, reform or introduce the national or sub-national commitments, laws, regulations, policies or plans needed to accelerate transformational climate action. City advocacy for updates to national or sub-national laws, regulations, policies or plans, where they might pose a challenge to the plan's delivery.	<b>GAP TO ESSENTIAL</b>	The Strategy does not identify specific Gov or non-Gov commitments, apart from those policies and plans listed in the above response 1.2.1. Linkages to other tiers of government commitments is not apparent.  The Strategy does acknowledge that all targets are shared by other stakeholders - the community. Each of the 10 sustainability Strategy themes has Corporate objectives & Community objectives laid out, however these are not detailed. Specifically, the 'transport & movement' theme identifies they must work with their partners towards providing safe connected and well serviced Public Transport The 'water & stormwater' theme also identifies the requirement to work with key partners to reduce the impact of stormwater runoff and pollution on city catchments. The 'local business & economy' theme requires collaboration with education institutions training providers and businesses to upskill	Greater Dandenong Sustainability Strategy 2016-2030 (p.4-5)	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met</i>  The current programme of work should deliver the following recommendation to support meeting this criterion:  Development of the BAU emissions profile trajectory takes into account key existing policies committed to from the Commonwealth and State government (specifically the BAU considers the planned updates to the National Construction Code (NCC) due to take effect in 2019; The Victorian Renewable Energy Target (VRET) of 40% by 2025; and a phase out of coal and transition to gas and renewables beyond 2025.  Include reference to Council's current Climate Change commitments: - Council's pledge as part of the Victorian Government's 'Take2' program - Council's commitment as part of the Cities Power Partnership.	<b>Yes</b>	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.
	1.3 Targets and goals for mitigation and adaptation	The overarching goal of the plan is emissions neutrality (or net zero emissions) by 2050 and climate resilience in the short, medium and long term. The plan should establish an ambitious interim emissions target, and adaptation goals and milestones, against which progress can be measured. The plan should also emphasise overarching ambitions: improving inclusivity; improving benefits distribution; and delivering a fair climate action plan.	1.3.1 Emissions neutrality target and interim target	Targets or a carbon budget must be based on the city's emissions inventory and modelling, and must outline an accelerated reduction (declining or peaking) in total emissions through to 2050 in relation to the administrative boundary of the city.  Each C40 city should make a 'fair share' contribution to achieving the objectives of the Paris Agreement. As such, city carbon targets/budgets should be aligned with the global carbon budget based on the contraction and convergence methodology that has the potential to limit global temperature rise to 1.5 degrees Celsius.  Where possible, cities should use 2030 for their interim target as well as for the sectoral targets that add up to the city-wide emissions neutrality target.	<b>Targets or a carbon budget and milestones present an accelerated and realistic picture of declining (or peaking) city-wide emissions through to emissions neutrality by 2050 and ambitious (2030) interim target. Average emissions across C40 cities should reach 2.9 tonnes of carbon dioxide equivalent (2.9 t CO2 eq) per capita by 2030, in line with Deadline 2020 research on the global carbon budget.</b>	Carbon budgets and milestones are identified for specific major climate actions, sectors or city projects and programmes.	<b>GAP TO ESSENTIAL</b>	The strategy has not provided specific carbon targets or budget milestones. CoGD has instead outlined corporate and community objectives listed below. However, the specific way CoGD aims to achieve these targets has not been detailed: - reduce Council CO2 emissions from street lighting/building/facilities by 20% by 2020 - reduce energy consumption of council assets by 20% by 2020 - increase energy obtained from renewable sources by undefined % - empower community to reduce CO2 by 10% by 2020 - help community reduce energy consumption by 10% by 2020 - increase renewable energy use (undefined) - 30% new planning applications to demonstrate best practice energy efficiency measures - enhance energy & water efficiency of Council building by 20% by 2020 - 50% of new development to incorporate ESD standards  The Council Plan has six main objectives, with three being relevant to climate change: 1. A healthy, liveable and sustainable city (objective 3) 2. A city planned for the future (Objective 4) 3. A diverse and growing economy (Objective 5) There are key performance indicators for each of the objectives, but these tend to be qualitative in nature and there are no set targets in place.	Greater Dandenong Sustainability Strategy 2016-2030 (p.31) Greater Dandenong Sustainability Strategy 2016-2030 (p.33 - regarding building targets) Greater Dandenong Council Plan 2017-2021 (p.22-25)	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met</i>  The current programme of work should deliver the following recommendation to support meeting this criterion:  Leverage the Pathway Planning Tool to inform the development of emission reduction targets in relation to a carbon budget.  Note, as CoGD is not currently a C40 city, a per capita emissions target for 2030 has not been defined for CoGD by C40. However, the Pathway Planning Tool and Mitigation Background Report will enable CoGD to set its own targets in relation to carbon budgets and milestones.	<b>Yes</b>	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.
			1.3.2 Goals and milestones for climate resilience and adaptation	Goals and milestones should be based on the city's climate change scenarios and its hazard or risk assessments, outlining the adaptation requirements for specific time periods through to 2050. Goals may be stated in relation to the city as a whole, for specific sectors, communities or actions, ensuring transparency with regards to the city's anticipated progress.	<b>The goals and milestones present a realistic picture of projected climate change scenarios and adaptation requirements for the short term (within 4-5 years from the plan's formal approval), medium term (e.g. 2030) and long term (2050).</b>	Short-, medium- and long-term goals and milestones are broken down by risk and/or hazard and are presented by sectors and by major climate actions or city projects/programmes.	<b>GAP TO ESSENTIAL</b>	The Sustainability Strategy does not address the impact of potential future climate change scenarios, or adaptation requirements in much detail.  The Strategy acknowledges the need for adaptation to the impacts of climate change, and 'working with a range of stakeholders, the Council is taking action to increase the communities resilience to changing climate.' Examples include 'modelling impacts of flooding and climate change in an urban environment as part of the Financial Risks Adaptation planning project with SECCA.' Also implementing the council's 'heatwave plan' to help minimise the impact on the community	Greater Dandenong Sustainability Strategy 2016-2030 (p.31)	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met</i>  The current programme of work should deliver the following recommendation to support meeting this criterion:  Develop short-, medium- and long-term goals and milestones; broken down by risk hazard, and presented by sectors and by major climate actions or city projects/programmes.  Note: the climate change risk and adaptation analysis background report considers relevant climate change risks and adaptation actions in the context of selected climate change scenarios that are applicable to the CoGD. Specifically, RCP 8.5 outlined in IPCC's Fifth assessment report that relates to the worst case scenario along with a short and long term timescale of 2030 and 2050 respectively, was considered as a contextual basis to guide the risk assessment.	<b>Yes</b>	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.

		1.3.3 Wider and more inclusive benefits	Goals and objectives should be developed for wider social, environmental and economic benefits associated with climate action (e.g. health, air quality, employment, equity). These goals and objectives will help to embed climate action as an integrated agenda within city priorities, leveraging resources from across local government institutions to deliver actions with shared benefits. An inclusive approach to delivering benefits across the city population should be demonstrated.	The plan states a clear ambition for inclusive climate action, identifying the wider benefits to be gained through the delivery of the plan and referencing how benefits impact other city priorities.	Goals and objectives are identified for specific benefits at the city, sector, community and/or action level.	MEETS ESSENTIAL	The Strategy has highlighted that the vision for Greater Dandenong to be the most sustainable city in Australia by 2030 aligns strongly with community values and future prospects, and it cannot be achieved by the Council alone. 10 specific themes have been identified, and each one has corporate objectives & Council targets (where council has direct operational control); and community objectives and aspirational targets where Council can support the community. The overall benefits to the community have been outlined, but are not specifically defined: - resident benefits of being healthier, saving money, learning new skills, developing greater community connections, improve quality of life - business benefits include enhancing brand, increase productivity, lower costs, retain/attract staff The Strategy states as a local government they understand the needs of the local community the best. Claim that CoGD is vulnerable to impacts of climate change and other sustainability changes (due to their demographic) and that achieving this vision is critical for future of the CoGD - placing people at the centre of decision making.  The Council Plan has six main objectives, with three being relevant to climate change: 1. A healthy, liveable and sustainable city (Objective 3) 2. A city planned for the future (Objective 4) 3. A diverse and growing economy (Objective 5) These objectives consider a wide range of council assets and operations, amongst which the wider benefits to the Community, and interrelated nature with other objectives, are noted.	► Greater Dandenong Sustainability Strategy 2016-2030 (p.3, p.7) ► Greater Dandenong Council Plan 2017-2021 (p.2) ► Greater Dandenong Community Wellbeing Plan 2017-2021 (p.1, p.16)	Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.  There are recommendations beyond the current scope of work to meet this essential criteria.  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► The Climate Change Mitigation Background Report and Decision Support Framework includes a high-level, qualitative, assessment of socio-economic co-benefit mapping of the climate actions. Relevant existing City priorities, such as those stated in the Sustainability Strategy, are also referenced in Climate Change Literature Review which will support the development of CoGD's Climate Change Strategy and Action Plan.	To a degree	► Additional, more detailed, work is planned to identify the socio-economic co-benefits of the proposed climate action. This will be required to meet this criterion of the C40 Climate Action Planning Framework.
1.4 Human and financial resource	It is essential to ensure that there are sufficient human and financial resources within government and from partners to deliver the plan. To kick-start action, city government resources should be allocated through the budget cycle for at least the first year of the plan, coupled with a commitment to secure resources for subsequent years. Resources may be secured through internal budgets or from other actors such as partner organisations (e.g. utilities, transport operators), investors, grant making bodies or financing mechanisms.	No sub-category - assessed at category level only		The costs and human resources that are needed to deliver the plan have been determined. Resources and budget have been allocated for at least the first year of plan implementation.	There is a plan or commitment to secure skills and capacity, through recruitment and/or training and finance (e.g. using city budgets, funding from other actors and/or financing mechanisms).	GAP TO ESSENTIAL	The Sustainability Strategy does not address the specific resourcing or budget required to achieve proposed sustainability targets	N/a	Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.  There are recommendations beyond the current scope of work to meet this essential criteria.  Note: There is already dedicated sustainability resources within the CoGD that is expected to continue to help resource a Climate Action Plan for delivery in 2020. Due to the timing of implementation, more than a year away, costs and human resources are not yet confirmed although we expect this to be confirmed in due course, including resources and budget for at least the first year of plan implementation from 2020 to 2021. Furthermore, some capital costs have been estimated for investments in energy efficiency and solar PV for the industrial, commercial and residential sectors, to help to stabilise community emissions within the CoGD.	To a degree	► Formalise a plan/commitment that confirms the allocation of a dedicated resources to support the development of the climate change strategy and action plan.
1.5 Communications, outreach and advocacy	The effectiveness and reach of the published plan will be boosted by a comprehensive communications, outreach and advocacy programme. These efforts should target internal and external stakeholders (e.g. institutions, other tiers of government, business, civil society) to ensure that there is widespread understanding, participation and support. Outreach and advocacy may be instrumental in achieving greater impact than is within the city's direct control.	No sub-category - assessed at category level only	Communication occurs during the plan's development, launch and implementation. Communications are targeted to diverse stakeholder groups and supported by engagement, capacity-building and behaviour-change programmes to enable key stakeholders to play their part in delivering the plan.	Targeted communications are delivered to the community and vulnerable groups. International forums are used to communicate the city's plan, promoting an exemplary approach with cities and other actors. Partners and stakeholders contribute to the communications, education and cultural effort. There is a translation of the plan or an executive summary into commonly spoken languages.		MEETS ESSENTIAL	The Sustainability Strategy discusses CoGD's journey so far to develop the strategy, and highlights how its 2014 first draft was guided by community feedback and internal consultation. This was followed up by a second round of consultation in 2016 to ensure the Strategy had responded accordingly to the communities initial 2014 comments. The strategy outlines their engagement techniques used including: - information packs as Council Customer Service Centres - Survey Monkey circulated - promotion to business community through SE Business network events - local paper advertising - Council e-newsletters & Council website - meeting with specific community groups - Facebook, twitter, and OurSay The Strategy also discusses their recognition of everyone's role to play, and the Council's requirement to demonstrate leadership and empower others to act. Recognise action is required from individuals, business, local communities & gov't. Their consultation identified that the community viewed the environment as important, but identified barriers that stopped their action. The Council aims to overcome this with: - more information & education programs on relevant environmental issues - increase awareness and build capacity of the community to make informed decisions - Council events & programs to share their stories and build Sustainable City of greater Dandenong	► Greater Dandenong Sustainability Strategy 2016-2030 (p.9 for communication so far) ► Greater Dandenong Sustainability Strategy 2016-2030 (p.10 for implementation)	Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► A Consultation and Engagement Plan which includes engagement during the plan's development, launch and implementation, was developed at the start of the current programme of work. CoGD will develop consultation materials including targeting consultation with CALD and other sectors of the community. Some climate actions are also expected to be designed to be delivered in partnership with other stakeholders in the community.	Yes	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.  Due to a range of issues (including: the high level of diversity, with nine or more main languages and the difficulties associated with the translation of these materials into this many languages; how many of Council's other documents would also then need to be translated - e.g. Council Plan, Annual Budget etc; and, some constituents having low literacy levels in their original language), Council will not be translating the document into different languages. As part of the consultation process - interpreters are expected to be used (as with Sustainability Strategy) where appropriate. Information material and consultation approach will consider ways to meaningfully engage with CALD communities.

C40 Climate Action Planning Framework, available at: <a href="https://resourcecentre.c40.org/climate-action-planning/framework-home">https://resourcecentre.c40.org/climate-action-planning/framework-home</a>							City of Greater Dandenong Gap Analysis (December 2018)					
Pillar	Category	Category explanation	Sub-category	Sub-category explanation	Essential	Go further	Assessment of CoGD's current state ability to meet the essential criteria based on previous work completed (Red = Gap to Essential; Green = Meets Essential; Purple = Goes Further)	Rationale	Evidence Reviewed (Title, year, chapter and page references, access link or location, date accessed)	Recommendations (within current scope) <i>As part of the current program of work, it is recommended CoGD undertake the following:</i>	Expected status against essential criteria at completion of the current program of work	Recommendations (beyond current scope) <i>To meet the essential criteria it is recommended that CoGD undertake the following beyond the current</i>
2. Challenges & Opportunities	2.1 City Context	An evidence-based plan will be tailored to the environmental, social and economic contexts of the city. The baseline will provide an overview of current challenges/opportunities, and enable ongoing monitoring, reporting and review.	2.1.1 Current climate and environmental quality	The plan should include environmental indicators that provide the context for climate action. Cities may choose to include wider indicators of environmental quality and resource management, according to local priorities.	<b>There is a description of the current administrative and physical geography as relevant to climate change (e.g. coastal, inland, fluvial, topography, elevation).</b>	Information is provided on the city's environmental quality (e.g. water quality, air quality, biodiversity and green areas) and/or resource management (e.g. solid waste volume and management, food sources and consumption).	<b>MEETS ESSENTIAL</b>	The Sustainability Strategy contains some description and metrics relating to the current environment in the City. Pages 22-40 of the Sustainability Strategy (Sustainability Themes) provide metrics against which the goals are being measured. Each metric is supported with a source or various sources.  Third-party research relating to the city's particular environment is not referenced.  Council's Annual Sustainability Report (formerly Annual State of the Environment Report) provides the reporting tool to monitor the progress of the goals and objectives in Council's Sustainability Strategy, and provides the framework for the development of an annual rolling action plan that supports the implementation of the Sustainability Strategy.  Council has for several years been publicly releasing annual environment reports that collate and analyse information to enable an assessment of environmental trends.  The Sustainable Stormwater Strategy also provides information in relation to the impervious nature of the land, the CoGD water balance and the catchments within the municipality. While this is only for one climate hazard, this is still important given CoGD's vulnerability to extreme storm events and flooding as witnessed in the 2011 event.	Greater Dandenong Sustainability Strategy 2016-2030, available at: <a href="http://www.greaterdandenong.com/document/25440/sustainability-strategy">http://www.greaterdandenong.com/document/25440/sustainability-strategy</a> , p. 22-40. Greater Dandenong Sustainable Stormwater Strategy, p.3 - p.25	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met</i>  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► The Climate Change Risk and Adaptation Analysis report provides the overall environmental profile of the CoGD (i.e., open spaces, biodiversity, flora and fauna etc.) in the context of potential risks it may be subject to in the context of climate change.  ► Include a description of relevant environmental and climatic features of the city in the strategy or make reference to research about the city's environment and climate, used as evidence for (and referenced in) the plan. This could build on the description and metrics used in the Sustainability Strategy / Annual Sustainability Report as well as the climate trends and associated risk descriptions included in the Literature Review background report.	Yes	<i>None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.</i>
			2.1.2 Socioeconomic context and key future trends	The plan should provide an overview of the city's contextual data, trends and/or other information that is relevant to climate action. Social and economic indicators should be informed by the city's priorities.	<b>Contextual data and trends (where available), including indicators or information on social and economic priorities for the city (e.g. demographics, education, employment status, equity).</b>	The plan provides greater analytical detail about trends including: • Population demographics (e.g. travel patterns, age profiles, immigration, skills in relation to climate action); • Sustainable city (e.g. waste management systems, quality/age of critical assets such as buildings and infrastructure); • Economic growth (e.g. housing affordability, energy demand/access/poverty, employment rates); • Future trends (e.g. emerging technologies, innovations and disruptors enabling transformational action).  The plan also provides data or information in relation to the Sustainable Development Goals, and maps interdependencies between indicators.	<b>GAP TO ESSENTIAL</b>	The Sustainability Strategy refers to the UK Centre for Local Economic Strategies (CLES) international study that concluded there is a strong link between community wellbeing and economic resilience. Further, it concluded that communities are best placed when there is a "healthy balance between the commercial, public and social economics with an emphasis on environmental sustainability". The Report refers to socioeconomic indicators such as GRP and average income, however, the source of these values is not provided (i.e. Census or survey data).  The Report refers to a Prospectus created by the Greater Dandenong Business Team that illustrated "the importance of the role that the municipality plays as an economic hub for Melbourne and Victoria", indicating CoGD's understanding of their place in the wider Victorian context. Using the Prospectus, the Report breaks down CoGD's major industries. There are three case studies given of the Council's commitment to economic resilience through sustainable development. CoGD may consider highlighting how their economic policies and programs will integrate sustainable development principles while generating economic growth. Currently, there is a disconnect between social and economic indicators and their impact on environmental goals. Socioeconomic research and data provided within the Report does not link directly to CoGD's particular initiatives. Rather, the Report links the CLES Report and other economic metrics (Prospectus). CoGD could undertake researchers to evaluate how their current industry breakdown can be linked to overall sustainability goals. Although the socioeconomic challenges for the region are provided, they are not linked to environmental challenges (e.g. pg 41- "while Greater Dandenong has the lowest gross average income in Victoria, its Gross Regional Product (GRP) is valued at \$75,000 per capita...". It would be beneficial to link this to environmental goals by identifying how this value can promote or, more likely, limit actualisation of sustainability goals.  The Council plan has some limited information in relation to the demographics of the region, including population and employment status (no figures on unemployment) however this is quite high level, and there lacks greater analytical detail around economic growth (beyond housing affordability) and future trends; and no mapping of the SDGs has occurred.	Greater Dandenong Sustainability Strategy 2016-2030, p. 41 Greater Dandenong Council Plan 2017-2021 (p.10-13)	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i>  There are recommendations beyond the current scope of work to meet this essential criteria.  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► The Climate Change Risk and Adaptation Analysis report provides the overall socioeconomic profile of the CoGD (i.e. demographics including information highlighting the cultural diversity of CoGD, key services offered including median income and other key social factors) in the context of potential risks it may be subject to in the context of climate change. Socio economic trends such as population growth and local business sector composition and trends have been considered for the business-as-usual emissions trajectory. High-level socio-economic co-benefit mapping is also incorporated into the Decision Support Framework used to prioritise CoGD's potential climate change mitigation actions.	To a degree	► Additional, social inclusion analysis is recommended to better understand how the climate actions interact with CoGD's socioeconomic priorities. This will be required to meet this criterion of the C40 Climate Action Planning Framework.
	2.2 City management and powers	The capacity for the city government to deliver action depends on the structure and powers held by local government institutions to control or influence assets (e.g. buses, cycle lanes) and functions (e.g. waste management, land-use planning).	2.2.1 The city's administrative structure and scope of the plan	To help identify opportunities for accelerating efficient and effective delivery, the plan should map the governance and administrative (e.g. civil service/city agencies) structures of the city and the roles and operational responsibilities relevant to climate action.	<b>The plan describes the city's governance and administrative structure and the scope of the plan (e.g. the inclusion of non-governmental bodies).</b>	There is a detailed mapping of decision-making and operational roles and responsibilities across local government institutions and their relevance to delivering the plan.	<b>GAP TO ESSENTIAL</b>	The Sustainability Strategy indicates the key stakeholders in the achievement of the overall vision, e.g. "Federal, State and Local Governments; essential service providers; transport providers; community service providers; business and industry; regional alliances; schools; and community groups, including local environmental community groups."  The Asset Management Policy outlines asset management responsibilities across key stakeholders in the CoGD, including Council, CEO & Executive, the Service & Asset Management Steering Group and staff in Infrastructure Planning and Asset Planning. However, there is no note of external stakeholders for collaboration, and no specific discussion on the governance/administrative structure for asset management decisions beyond the Asset management framework.	Greater Dandenong Sustainability Strategy 2016-2030, p.11 Greater Dandenong Asset Management Policy 2015, p.4-p.6	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i>  There are recommendations beyond the current scope of work to meet this essential criteria.  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► The Climate Change Strategy and Action Plan should include a description of the Climate Change Strategy and Action Plan boundaries.  ► Identify key roles and their responsibilities, identifying connections between departments and other tiers of government, in relation to climate actions.  <i>Note: The Pathway Planning Tool that informs the prioritisation of climate actions, includes consideration of the powers of the city relative to other tiers of government. However, CoGD will be responsible to identifying and confirming action owners.</i>	To a degree	► Identify and confirm action owners.  <i>Note: this recommendation is beyond the current scope of work to meet this essential criterion.</i>
			2.2.2 The city's powers and capacity	Powers may be defined in terms of: the city's direct ownership or operation of assets or functions; the ability to set or enforce laws, regulations, policy; the ability to control budgets for particular assets and functions; or the ability to set a vision for future planning of assets and functions. Cities may choose to frame powers in different ways. Clear statements of the city's powers in each action area will inform decisions on whether the city has the capacity to take action itself or needs to engage stakeholders with responsibilities for other city assets and functions.	<b>There is an assessment of the powers held by city government over relevant sectors, assets and functions or actions, noting where additional collaboration is needed to accelerate the delivery of transformational actions over the short term.</b>	There is an assessment of which other stakeholders have powers over sectors, assets and functions or actions where city government power is weaker.	<b>GAP TO ESSENTIAL</b>	No evidence of shortcomings in Council's ability to action on the environmental goals. However, there is a recognition that Council will have to engage with a range of stakeholders on each of their goals.  The Sustainable Stormwater Strategy notes the different responsibilities across Council departments and Melbourne Water in relation to infrastructure within the City of Greater Dandenong, but does not identify areas for additional collaboration to accelerate the delivery of transformational actions. This is also limited to one specific climate hazard/impact.	Greater Dandenong Sustainability Strategy 2016-2030, p.11-13 Sustainable Stormwater Strategy, p.16, p.19 & p.29	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i>  There are recommendations beyond the current scope of work to meet this essential criteria.  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► Include an assessment of what roles and responsibilities within Council can realise the environmental goals outlined in the CoGD Climate Change Strategy and Action Plan.  <i>Note: EY will support CoGD's public consultation to inform development of the draft Strategy and Action Plan. The Pathway Planning Tool that EY is developing for CoGD includes consideration of the powers of the city relative to other tiers of government. However, CoGD will be responsible to identifying and confirming action owners.</i>	To a degree	► CoGD will be responsible for identifying and confirming action owners.
	2.3 Greenhouse gas emissions inventory	A recent GHG emissions baseline inventory is key for prioritising action, setting goals and targets, and measuring progress. The emissions inventory should quantify emissions sources that are significant in the city.	No sub-category - assessed at category level only		<b>The sector-level inventory includes details of, or references to, the methodology used, and covers the following emissions sources: scope 1 emissions from fuel use in buildings, transport and industry; scope 2 emissions from use of grid-supplied energy; and scope 1 and 3 emissions from waste generated within the city's boundary. The inventory covers a full year of data and was compiled no more than 4 years prior to publication of the plan. The inventory also includes emissions from the 'Industrial</b>	The inventory is available for multiple years, including an assessment of consumption-based emissions. There is a commitment to tracking consumption based emissions.	<b>GAP TO ESSENTIAL</b>	No evidence of a sector-level inventory of consumption and emissions. However, there are specific goals to reduce CO2-e for particular goals: (transport and movement, climate and energy, and buildings and places).	Greater Dandenong Sustainability Strategy 2016-2030, p. 28; 30; 32.	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met</i>  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► A community-scale emissions profile will be developed for CoGD as well as a corporate scale emissions inventory to inform the climate change strategy and action plan.  <i>Note: The inventory will be based on the GPC BASIC standard, covering scope 1 and 2 emissions for Stationary Energy (building/site energy demand &amp; energy supply), Transport and Waste. Waste also includes scope 3 emissions.</i>	Yes	<i>None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.</i>
	2.4 Greenhouse gas emissions trajectories	The plan should be supported by information on the likely change in the city's GHG emissions if no further climate action is taken (i.e. the business-as-usual (BAU) scenario given anticipated population, economic and sectoral energy intensity changes) as well as the emissions trajectory or carbon budget to achieve	2.4.1 Business-as-usual emissions trajectory	A BAU emissions trajectory is important to help frame actions and support target setting. The city's chosen methodology for calculating emissions under the BAU scenario should be clearly described.	<b>The BAU emissions trajectory is presented in the plan, which takes into account the projected population and economic changes for the city and provides a scenario to 2050. The methodology is documented, with transparency on the inputs and assumptions used.</b>	The BAU emissions trajectory incorporates sector-specific trends and considerations appropriate to the local context, including anticipated sectoral energy intensity changes. The trajectory is provided in 10-yearly (or higher frequency) breakdowns. Multiple BAU scenarios are described, based on various plausible future factors.	<b>GAP TO ESSENTIAL</b>	No evidence of a BAU trajectory.	N/A	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met</i>  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► Disclose the BAU to 2050 (this will be incorporated in EY's Pathway Planning Tool developed for CoGD).	Yes	<i>None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.</i>

	the targets stated under Pillar 1.	2.4.2 2050 emissions trajectory or carbon budget	The plan should include an evidence-based emissions trajectory or carbon budget that is in line with the 2050 emissions neutrality target and interim target(s) (see Pillar 1.3 – Emissions neutrality target and interim target), and actions identified (see Pillar 3.1 – Mitigation and adaptation actions). The emissions trajectory should incorporate estimated impacts of existing and planned policies, and should acknowledge the limits to the city's ability to reduce emissions within its boundary by including, for example, reductions that will be achieved through actions undertaken by other actors (e.g. national government policy).	The emissions trajectory or carbon budget to 2050 (or earlier) is aligned with the city's emissions neutrality target, interim target(s), and actions. Residual emissions (see Pillar 3.3 – Residual emissions) are identified in the emissions trajectory (i.e. once city actions are maximised and actions undertaken by other actors are included).	The carbon budget specifies actions in a detailed emissions trajectory (based on a contraction and convergence methodology). Actions are allocated to individual institutions, who are responsible for implementing actions and meeting key performance indicators. The budget and actions are distributed across 3-year or 5-year cycles and there are regular reviews and annual public reporting. The expected aggregate impact of specific major climate actions is projected against milestones through 2050.	<b>GAP TO ESSENTIAL</b>	As there is no evidence of a BAU trajectory, it is expected that there will be no linkage to the Council's emissions neutrality targets. No carbon neutrality goal stated in the Sustainability Strategy.	N/A	Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► Emissions Pathways are suggested in the draft Mitigation Report. Residual emissions are included in the emissions pathways.	Yes	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.
2.5. Climate risk assessment	A climate risk assessment seeks to understand the likelihood of future climate hazards and the potential impacts of these hazards on cities and their inhabitants. The assessment is an essential tool for informing the prioritisation of actions and investment into climate adaptation and resilience.	2.5.1 Climate hazard assessment	Climate hazards are short- or long-term climate events that have the potential to cause damage or harm to humans and natural systems. These include meteorological, climatological, hydrological, geophysical or biological events. Variability in hazard exposure across the city should be acknowledged. The hazard assessment should identify the probability, intensity and timescale of the key hazards in a city, taking into account the city's historic trends and current situation, as well as future scenarios based on available scientific evidence through to 2050, and beyond 2050 where possible.	There is an assessment of the changing frequency, severity and scale of all significant climate hazards through to 2050. Hazard scenarios are based on standard local methodologies where available, or are based on a medium-emissions scenario (e.g. representative concentration pathways peaking at 4.5 by 2100).	There is an assessment of how specific hazards may influence other hazards (interdependencies). The assessment of projected hazards goes beyond 2050 to inform long-range planning. Updates to the hazard assessment are scheduled in order to take account of emerging scientific evidence.	<b>GAP TO ESSENTIAL</b>	The Sustainability Strategy cross-references the Risk Management Strategy 2014. CoGD's Risk Management Strategy does not currently adequately address climate change risks. Council has indicated that they intend to "develop and implement a Climate Change Strategy that adopts a Risk Management approach for Council and the Municipality".  Minimal information embedded into the City of Greater Dandenong Planning scheme in relation to sea level rise projections in 2100, but no formal assessment of changing frequency, severity of scale of all climate hazards to 2050.	► Greater Dandenong Sustainability Strategy 2016-2030, p. 31 ► Greater Dandenong Planning Scheme, p.46	Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► As part of the Climate Change Risk and Adaptation Analysis, a comprehensive risk assessment was undertaken to firstly determine the relevant climate change projections that will be applicable to CoGD to provide the contextual basis for the identification of economic, environmental and social risks to CoGD's operations and the wider community. ► Alignment with IPCC's Fifth Assessment Report, climate scenarios related to RCP 8.5 (deemed to be the worst case scenario) was selected to guide the qualitative risk assessment. ► In terms of timeframe, through discussions with Council, a short (2030) and long (2050) timescale was selected to align with Council's existing plans and strategies in place and also to account for long-term planning, respectively.	Yes	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.  Note: Beyond the current scope of work CoGD should consider: - regular reviews and updates of the Climate Change Risk Register undertaken as part of the Climate Change Risk and Adaptation Analysis - integration of the Climate Change Risk Register with Council's existing Risk Register and Emergency Management Plan
		2.5.2 Impact assessment	Impact assessments look at the potential impacts of extreme events on relevant systems and sectors (e.g. urban planning, food, information and communications technology, transport, energy, water, waste). The plan should consider the vulnerability and capacity of systems to adapt in the face of hazards, as well as the potential impact (e.g. number of people affected, cost of damage, days of service lost). Hazards experienced today and projections through to at least 2050 should be included.	There is a qualitative assessment of the impact to city systems, sectors and vulnerable communities based on the climate hazard assessment. The impact of hazards on city inhabitants and vital infrastructure (e.g. utilities, hospitals) is considered based on their vulnerability and adaptive capacity.	There is an assessment of interdependencies between major sectors or all sectors, considering direct and indirect impacts from one system/business/community to another and the potential for cascading damage or failures. Impacts are quantified (e.g. number of people affected, days of service lost) and the value of city systems at risk are assessed and set out (value-at-risk assessment).	<b>GAP TO ESSENTIAL</b>	Reference to Risk Management Strategy 2014. CoGD's Risk Management Strategy does not currently adequately address climate change risks  The Municipal Emergency Management Plan covers responsibilities, systems and processes around the prevention and preparedness, response, and emergency recovery arrangements. This takes into account vulnerabilities across the municipality in relation to prioritisation of preparedness and response. However the plan does not reference climate change or climate risks, and does not quantify the impacts or value at risk.  Flooding impacts considered throughout the Sustainable Stormwater Strategy across the different catchments within the CoGD.  Consideration of hazards within the strategies for natural hazards and climate change, coastal inundation and erosion, sustainable agricultural land use and integrated water management. However, specific vulnerable communities not mentioned within the strategy.	► Greater Dandenong Sustainability Strategy 2016-2030, p. 31 ► Municipal Emergency Management plan, p.11-55 ► Sustainable Stormwater Strategy, p.16p.24 ► Greater Dandenong Planning Scheme, p.45-160	Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► As part of the Climate Change Risk and Adaptation Analysis, following the identification of social, economic and environmental risks posed by climate change to the CoGD, further work was undertaken to develop treatment options. ► A qualitative assessment was undertaken to determine adaptation options that could address and reduce the overall risks and associated impacts identified on CoGD's delivery of services and the wider community. The selection of adaptation options took into consideration vulnerable communities within CoGD and the council's current adaptive capacity (through the review of existing controls) to build resilience to these impacts of climate change.	Yes	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criteria.

C40 Climate Action Planning Framework, available at: <a href="https://resourcecentre.c40.org/climate-action-planning-framework-home">https://resourcecentre.c40.org/climate-action-planning-framework-home</a>						City of Greater Dandenong Gap Analysis (December 2018)															
Pillar	Category	Category explanation	Sub-category	Sub-category explanation	Essential	Go further	Assessment of CoGD's current state ability to meet the essential	Rationale	Evidence Reviewed (Title, year, chapter and page references, access link or location,	Recommendations (within current scope)	Expected status against essential	Recommendations (beyond current scope)									
3.1 Mitigation and adaptation actions	The plan should prioritise mitigation and adaptation actions based on the evidence. To maximise efficiencies and minimise risk, climate change mitigation and adaptation should be considered in an integrated way. Transformational actions should be prioritised for immediate implementation upon approval of the plan.	3.1.1 Evidence-based mitigation and adaptation actions	Actions should be clearly linked to a robust evidence base (see Pillar 2). Mitigation actions should be focused on the sectors that have been identified as having high emissions and strong reduction potential both in the short term and through to 2050. C40 cities are recommended to use Focused Acceleration, which sets out a delivery roadmap that prioritises 12 opportunities across 4 action areas (electricity, energy efficiency in buildings, waste and mobility) with the greatest potential in most global cities to reduce emissions and put cities on a 1.5 degrees Celsius pathway through to 2030.	The list of mitigation and adaptation actions is informed by the evidence base. It focuses on the highest emissions sectors and climate risks, and the actions that deliver the greatest emissions and risk reduction potential. The list is also informed by an evaluation of impacts from existing actions, where feasible. Mitigation and adaptation actions are considered in an integrated way, maximising efficiencies and minimising investment risk.	There is a detailed summary of actions across sectors that identifies synergies between mitigation and adaptation to actively leverage interdependencies. The summary includes major actions implemented/planned by the city government and other tiers of government, quantified in terms of their contribution to the city's mitigation targets or climate adaptation goals.	GAP TO ESSENTIAL	High level corporate and community objectives are outlined relating to specific goals within the Sustainability Strategy. Within those goals, there are descriptions of what the Council is currently doing and future key strategic actions that they intend to implement. There is no hierarchy of the most crucial sectors. There is no detailed spreadsheet outlining timelines for acting on climate goals. Investment risk is not considered. Council's ability to action goals is available, however, their ability to leverage other levels of government and other stakeholders is not evident.	► Greater Dandenong Sustainability Strategy 2016-2030, available at: <a href="http://www.greaterdandenong.com/document/25440/sustainability-strategy">http://www.greaterdandenong.com/document/25440/sustainability-strategy</a> , p.22-40.	As part of the current program of work, it is recommended CoGD undertake the following:  Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► Develop a list of mitigation and adaptation actions, drawing upon the Background Reports which provide the evidence for the strategy and action plan.  Note: The climate change risk register will provide a detailed output of the risks and associated adaptation options identified for CoGD's operations and the wider community through the Climate Change Risk and Adaptation Analysis work undertaken.	Yes	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criterion.										
												3.1.2 Actions costed for implementation	Costs should be assigned to short-term actions, at a minimum (and to the extent possible to medium- and long-term actions) to assist with implementation planning and budgeting.	Costs (operational and capital expenditure) are attributed to mitigation and adaptation actions and assigned in line with the phased delivery of actions.	There is a detailed summary of financial resources that are allocated to mitigation and adaptation actions, with detailed estimates of costs, sources of funding, and/or cost benefit analysis of implementation.	GAP TO ESSENTIAL	No indication of costs associated with mitigation strategies.  The Building Energy Management Plan provides data in relation to the investment into energy conservation measures across 18 audited buildings and provides data on the annual savings (monetary and GHG savings), the net present value and simple payback period in years. However, no other information in relation to other mitigation strategies could be found.  The Annual Budget 2018-19 does note the drafting of the Climate Change Strategy in the budget, but does not specifically cost it or associated actions. The Long Term Financial Strategy also denotes the Environment related operational grants received from the State Government, but do not outline what specifically the grants are expected to be used for.	► City of Greater Dandenong Building Energy Management Plan, p.3 ► City of Greater Dandenong Annual Budget 2018-19, p.19 ► City of Greater Dandenong Long Term Financial Strategy 2018-19 - 2022-23, p. 54	Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met.  There are recommendations beyond the current scope of work to meet this essential criteria.  Note: A high-level estimate of costs for each energy saving opportunities has been included based on a Marginal Abatement Cost Curve analysis, related to the existing Manufacturing, Commercial and Residential buildings/site based consumption. This helps to identify and prioritise short to longer term actions, based on return-on-investment and payback years. Further budgeting for the implementation of the climate change strategy and action plan is beyond the scope of the current programme of work.	No	► Once the CoGD Climate Change Strategy and Action Plan has been endorsed, conduct budgeting for the implementation of each action identified within the plan. ► Consider obtaining cost-benefit analysis of each of mitigation and adaptation actions.
												3.1.3 Transparent methodology for prioritisation of actions	Cities should set out a methodology for prioritising actions which will ensure that the highest-impact mitigation and adaptation actions are delivered first. Wider benefits can be used as part of the prioritisation process; accessibility of actions including physical access, economic access (affordability) and information access (e.g. language, communication) should be improved. The plan should explain the process used to prioritise actions, including how the process is informed by the city's context, evidence base and powers. The plan should identify which actions are conditional on the support	Actions are prioritised based on their impact on reducing GHG emissions, or their ability to reduce risk. Prioritisation is linked to the emissions and risk scenarios presented under Pillar 2. The prioritisation methodology is documented.	The wider impacts or benefits relevant to the city (e.g. health, air quality, employment, equity) are considered when prioritising actions. Stakeholders from beyond city government (e.g. business and civil society) are engaged in the prioritisation process.	GAP TO ESSENTIAL	No prioritisation of mitigation/adaptation strategies based on their GHG emissions impact.  Building Energy Management Plan notes that the energy audits and building energy management plans were ordered across a number of Council buildings due to expected increased pressure from the energy market, with the reduction in greenhouse gas emissions not necessarily being the major driver, despite the Council's commitments around emissions and energy consumption.	► City of Greater Dandenong Building Energy Management Plan, p.3	Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► The Decision Support Framework includes a customisable prioritisation logic that by default prioritises abatement potential of mitigation actions. Relevant co-benefits and synergies with adaptation are also included in the prioritisation logic.  ► Undertake a first pass prioritisation of the adaptation actions as part of the Climate Change Risk and Adaptation Analysis work. Note: Key factors that will be considered for prioritisation include, time horizons, allocation of roles and responsibilities (internal and external) and uncertainty associated with the implications of reducing the identified risks.  ► The MACC analysis provides an extra layer of data to inform decision making about specific investments in carbon mitigation projects.	Yes	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criterion.
												3.1.4 Action ownership and powers	Using the city's powers baseline (as described under Pillar 2.2 - City management and powers), the plan should set out the actions which the city has the power to implement directly and the actions where different powers must be used to effect change (e.g. by setting legislation, controlling budgets, offering incentives and advocacy). The roles of other actors should be defined, and actions should have a named organisation as action lead.	Each action has, at a minimum, a lead institution. The means of implementation (conditional or unconditional of the support of, or funding by other actors) are identified in the plan. Where other actors have been identified as lead organisations, the role of the city in tracking progress, as well as partnership or collaboration arrangements, should be described.	Partner organisations are engaged and committed to contributing to the delivery of actions.	GAP TO ESSENTIAL	High level stakeholder engagement has been identified in the Sustainability Strategy. Capital costs, evidence of roles and responsibilities and actual deliverables are not part of the plan.  The Sustainable Stormwater Strategy has a number of action plans across different zones within the municipality (e.g. New residential developments, industrial & commercial, green wedge, parks and reserves, waterways and northern urban catchments). These action plans have a column for 'responsibility' where the specific department and/or team is noted against each action.	► Greater Dandenong Sustainability Strategy 2016-2030, p.11 ► Greater Dandenong Sustainable Stormwater Strategy, p.3 - p.29-55	Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.  There are recommendations beyond the current scope of work to meet this essential criteria.  Note: The actions modelled in the Pathway Planning Tool allocate actions to various tiers of government, highlighting the actions that CoGD can deliver unilaterally and which action will require the support from other tiers of government.	To a degree	► Proposed Collaborations/Partnership required to deliver the CoGD Climate Change Strategy and Action Plan should be clarified including consideration of: deadlines, funding requirements discussed, and key performance indicators identified. This is beyond the scope of the current EY engagement.
												3.1.5 Delivery timescales	To provide a means of monitoring the plan and staying on track with the 2050 targets, each action should have a time frame for implementation, taking into account the time necessary for: project scoping; planning and approvals; funding cycles; design, construction/delivery; and commissioning.	Action delivery timescales (start and end) are linked to the 2050 emissions trajectory and climate risk profile, demonstrating how actions will contribute to meeting stated goals.	Action delivery timelines are broken down into phases (e.g. planning, design, construction) with milestones on the way to the end date.	GAP TO ESSENTIAL	No BAU emissions trajectory available. Timelines for strategic initiatives identified in the Sustainability Strategy are vague and don't consider an emissions trajectory.	N/A	Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met  The current programme of work should deliver the following recommendation to support meeting this criterion:  ► Each of the actions in the Pathway Planning Tool include timeframe milestones relating to the level of ambition.	Yes	None: At the end of the current Climate Action Planning scope of work it is expected that CoGD will meet the essential criterion.

3. Acceleration & Implementation

3.2 Overcoming challenges	The potential challenges and risks involved in delivering actions should be identified early in the process. These might relate to: the changing political or regulatory landscapes; internal city operations and capacity; access to finance and engagement with stakeholders; and emerging technologies, innovations and	No sub-category	Challenges to the implementation of actions are assessed through a risk assessment, and addressed through risk management and monitoring measures.	The impacts of the implementation of actions are assessed using 'systems thinking' (e.g. linkages between actions on energy and buildings and unintended consequences). There is a process set out for managing negative direct and indirect effects (e.g. risk monitoring and management, through a register, committee or task force).	GAP TO ESSENTIAL	Challenges to implementing strategic initiatives not considered in the Sustainability Strategy at a detailed level. Although a Risk Strategy 2014 does exist, it inadequately addresses climate change risks, and less adequately considers any shortcomings in implementing strategic initiatives.	N/A	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met</i></p> <p><i>There are recommendations beyond the current scope of work to meet this essential criteria.</i></p> <p><i>Note: As part of CoGD's review of the Mitigation and Adaptation reports, feedback can be provided on perceived challenges/barriers and risks with respect to implementation of actions.</i></p>	No	<ul style="list-style-type: none"> <li>Identify challenges and risks to the successful implementation of strategic actions contained in the CoGD Climate Change Strategy and Action Plan.</li> <li>Continue to monitor delivery of the Plan's implementation.</li> </ul>	
3.3 Residual emissions	The plan should maximise efforts to deliver action within the city. However, a city may, after all actions have been deployed, still have residual emissions. The quantity of residual emissions expected following emissions reduction actions through to 2050 should be calculated and monitored.	No sub-category	Once all action is exhausted, the quantity of residual emissions is estimated through to 2050 and identified in the 2050 trajectory. There is a written commitment to update emissions trajectories and to maintain an up-to-date estimate of residual emissions.	There is a strategy that commits the city to monitoring residual emissions, the sources of these emissions and the policies, technologies and/or mechanisms to reduce the residual amount. Offsets are pursued only where necessary and according to environmental integrity and transparency principles. Where possible, offsets are used only to reduce scope 3 and/or consumption-based emissions (e.g. transboundary aviation). Where cities choose to offset, there is a strategy for managing offsets (e.g. identifying accredited offsetting measures).	GAP TO ESSENTIAL	No evidence identified relating to the emissions trajectories.	N/A	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <p><i>There are recommendations beyond the current scope of work to meet this essential criteria.</i></p> <p>The current programme of work should deliver the following recommendation to support meeting this criterion:</p> <ul style="list-style-type: none"> <li>The Pathway Planning Tool can be used to identify the estimated residual emissions after all mitigation actions are taken into account.</li> </ul>	To a degree	<ul style="list-style-type: none"> <li>Perform on-going analysis into the extent of residual emissions</li> <li>Undertake further analysis of offsets option, costs and potential stakeholders who could invest in such offsets.</li> </ul> <p>Note this can be conducted by EY upon request.</p>	
3.4 Inclusive Climate Action	Climate actions are primarily designed to reduce GHG emissions and climate risks, but they often bring other benefits to the city (e.g. health, air quality, employment, equity). Climate actions should be designed in an inclusive way, and the overall plan should aim to achieve the fair and equitable distribution of benefits. Inclusivity in climate action planning is where efforts are made to ensure:	3.4.1 Identification of the wider benefits	The potential social, environmental and economic benefits of actions should be identified in line with local priorities. These benefits should be communicated to demonstrate the overall value of climate mitigation and adaptation, helping to articulate the business and social case for action and the tangible benefits for communities.	Wider social, environmental and economic benefits of climate actions are identified in the plan and aligned with local priorities.	Relevant social, environmental and economic benefits of climate actions are quantified in the plan wherever possible and are used to prioritise actions and to articulate the business and social case for delivery.	GAP TO ESSENTIAL	<p>The Sustainability Strategy outlines the broader benefits of becoming more sustainable. However these are not linked to specific climate actions.</p> <p>The Community Wellbeing Plan acknowledges the impact of climate change and sustainability on community wellness, and includes preparedness for climate change (and the impact on health and wellbeing) as a key objective for community infrastructure and transport.</p>	<ul style="list-style-type: none"> <li>Greater Dandenong Sustainability Strategy 2016-2030, p.7;10</li> <li>Greater Dandenong Community Wellbeing Plan 2017-2021 (p.1, p.16)</li> </ul>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <p><i>There are recommendations beyond the current scope of work to meet this essential criteria.</i></p> <p>The current programme of work should deliver the following recommendation to support meeting this criterion:</p> <ul style="list-style-type: none"> <li>Key stakeholders have been identified involving, vulnerable groups, as part of the Engagement Plan for the development of the CoGD Strategy and Action Plan.</li> <li>A high-level qualitative comparison of co-benefit for each strategic mitigation action has been included in the Decision Support framework.</li> <li>As part of the Climate Change Risk and Adaptation Analysis work, significant consideration was placed on CoGD's existing actions (i.e., strategies, plans, policies etc.) that may already assist in reducing the overall risks, noting that these were not initially set up to address climate specific risks. As such, the selection of additional adaptation actions considered potential synergies and benefits across multiple key areas.</li> </ul>	To a degree	<ul style="list-style-type: none"> <li>Further social inclusion analysis is planned to help to identify the impacts for the CoGD community. This will be required to meet this criterion of the C40 Climate Action Planning Framework.</li> </ul>
	• A wide range of communities and stakeholders are engaged (inclusivity of the process);	3.4.2 Fair and equitable distribution of benefits	The plan should aim for fair and equitable distribution of benefits across the suite of mitigation and adaptation actions. Particular attention should be given to vulnerable groups, and existing inequalities in the city, based on the socioeconomic context (see Pillar 2.1 – City context). An assessment of the collective benefits of the plan should show that equitable distribution of and access to benefits will be targeted.	There is an explanation of how inclusivity has been taken into account across the suite of actions and how specific vulnerabilities or inequalities in the city are addressed within the plan.	There is a social and/or economic impact assessment of the plan (or an equivalent process). Vulnerable groups are actively engaged in the development of the plan to ensure that impacts are well understood and addressed. Actions are prioritised based, in part, on their ability to improve accessibility and distribution of benefits.	GAP TO ESSENTIAL	<p>There is a recognition that the region is particularly vulnerable due to the low average annual income of residents. The Report particularly acknowledges that due to the low socioeconomic profile of the community, that the residents are "more likely to" be exposed "to a range of factors that may lead to them being at greater risk of experiencing physical and mental health issues." Further, Council has a suite of Community Policies: Community Wellbeing Plan (2013-2017) Diversity, Access and Equity Policy (2015) Community Engagement Policy (2013). How these plans link to the implementation of strategic initiatives is not evident. The Report indicates that Council hopes to "work to integrate sustainability initiatives into the updated version of the Community Wellbeing Plan".</p>	<ul style="list-style-type: none"> <li>Greater Dandenong Sustainability Strategy 2016-2030, p.39</li> <li>reference to the Community Wellbeing Plan (2013-2017)</li> <li>reference to the Diversity, Access and Equity Policy (2015)</li> <li>reference to the Community Engagement Policy (2013)</li> </ul>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Partially met.</i></p> <p><i>There are recommendations beyond the current scope of work to meet this essential criteria.</i></p> <p>The current programme of work should deliver the following recommendation to support meeting this criterion:</p> <ul style="list-style-type: none"> <li>Key stakeholders have been identified involving, vulnerable groups, as part of the Engagement Plan for the development of the CoGD Strategy and Action Plan.</li> </ul>	To a degree	<ul style="list-style-type: none"> <li>Further social inclusion analysis is planned to help to identify the impacts for the CoGD community. This will be required to meet this criterion of the C40 Climate Action Planning Framework.</li> </ul>
3.5 Monitoring, evaluation, reporting and revision	Long-term commitment to delivering the plan should be demonstrated through a process of setting key performance indicators, ongoing monitoring, impact evaluation and progress reporting. This will provide stakeholders with transparency about the process, inspiring trust in the city government and	3.5.1 Monitoring implementation	Monitoring against set milestones and key performance indicators will help to highlight any challenges that may have direct and indirect impacts on the delivery of related actions. This will enable the city to address challenges (e.g. seek additional resources) and to update the delivery timeline.	There is a process for monitoring and reporting progress on implementation with set key performance indicators. This includes regular monitoring, and yearly reporting (at a minimum), in line with existing governance and reporting systems. C40 cities should report against the 1.5 degrees Celsius Pathway Indicators. Progress is reported to the mayor's office and publicly (except with regard to confidential data), as well as to a global platform to communicate the city's contribution to the Paris	There is a public data and reporting platform led by the city. Local government and external institutions update the information about actions on an ongoing basis and include metrics to track progress against the key performance indicators.	GAP TO ESSENTIAL	Monitoring the strategic initiatives against the 1.5 degrees Celsius goal is not evident. A limited number of open data sets are publicly available via the CoGD website, included map data. However, no public database tracking strategic initiative implementation and measurement of key performance indicators was identified.	<ul style="list-style-type: none"> <li>City of Greater Dandenong open data sets, available at <a href="http://www.greaterdandenong.com/document/30761/open-data-sets">http://www.greaterdandenong.com/document/30761/open-data-sets</a></li> </ul>	<p><i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met</i></p> <p><i>There are recommendations beyond the current scope of work to meet this essential criteria.</i></p>	No	<ul style="list-style-type: none"> <li>Develop a monitoring, evaluation, and learning framework to track progress against the CoGD Climate Change Strategy and Action Plan.</li> </ul> <p>Note: Some monitoring and reporting already takes place for the CoGD Sustainability Strategy (for example, through the Annual Sustainability Report and Corporate Risk Register) which could be extended to include reporting on the CoGD Climate Change Strategy and Action Plan.</p>



its commitment to becoming an emissions neutral and climate resilient city by 2050. The plan should set out a method for monitoring, evaluation, reporting and revision.	3.5.2 Evaluation of impact	The impact of actions should be measured in terms of the reduction in emissions, the reduction in climate risk and the inclusive delivery of wider social, environmental and economic benefits. The plan will set out a process by which impact will be evaluated. This information will inform regular revisions of the plan.	<b>There is a process for evaluating impact (emissions reduction, risk reduction and wider inclusive benefits). There is regular evaluation, at pre-defined times and in line with emissions inventory reporting updates, or as new information on climate risks becomes available.</b>	A commitment to evaluate the impact of major actions on a regular basis is included in the plan. The emissions inventory is updated annually, and risk reduction impacts are recalculated on a 2-5 yearly basis. Information is updated on a public city specific reporting platform, with estimates of emissions reductions, risk reductions and associated inclusive benefits.	<b>GAP TO ESSENTIAL</b>	N/A - no evidence of evaluating the impact of climate actions	N/A	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Not met</i>  <i>There are recommendations beyond the current scope of work to meet this essential criteria.</i>	<b>No</b>	► Consider establishing an evaluation programme and perform on-going public disclosure against the monitoring plan.
	3.5.3 Review and revision of the plan	Monitoring and evaluation should feed into the continuous review and revision of the plan, ensuring a reflective and iterative planning process that keeps the city on track to meet its targets. A timeline for review and revision should be clearly set out in the plan.	<b>There is a commitment to publishing updates, supplements or addenda on a 5-yearly basis, and/or at the start of each new mayoral term (particularly where a change of administration has occurred), informed by evidence from monitoring and evaluation.</b>	There is a commitment to a 3-yearly process of review and revision, informed by evidence from monitoring and evaluation of major transformational actions.	<b>MEETS ESSENTIAL</b>	The Sustainability Strategy includes a commitment to allocate resources for implementation as part of the Council's annual budget process and commits to reviewing the Strategy every 5 years to ensure it maintains its relevance and continues to drive Greater Dandenong to become a sustainable city by 2030'. It outlines that the 'monitoring of the progress towards the Strategy's goals and objectives through the Annual Sustainability Report will enable the 2021 review to incorporate Targets for 2025 and 2030'	► Greater Dandenong Sustainability Strategy 2016-2030, p.14	<i>Expected status against essential criteria at completion of the current Climate Action Planning scope of work: Met</i>  Note: the Sustainability Strategy includes a commitment to reviewing the Strategy every 5 years. This could be extended to include reporting on the Climate Change Strategy and Action Plan. On-going monitoring, evaluation, and reporting is beyond the scope of current programme of work.	<b>Yes</b>	► Perform on-going public disclosure against the monitoring plan.

## Appendix B Relevant resources and tools

	Resource	Description
1	C40 Cities Climate Action Planning Framework and Climate Action Planning Resource Centre	C40's Climate Action Planning Resource Centre brings together a wide range of resources and tools to support city climate planners in the process of delivering action consistent with the objectives of the Paris Agreement.
2	C40 Cities Climate action for URBan sustainability (CURB) scenario planning tool	CURB: Climate Action for Urban Sustainability. The CURN tool is designed to help guide cities through the process of planning and implementing a range of actions to reduce energy use, save money, and cut local greenhouse gas (GHG) emissions.
3	C40 Cities Adaptation and Mitigation Interaction Assessment (AMIA) tool	The AMIA tool enables cities to methodically identify potential interactions between climate adaptation and mitigation measures. The tool highlights opportunities and conflicts and provides users with case studies to guide their decision-making.
4	Global Covenant of Mayors Common Reporting Framework	The Common Reporting Framework provides a high-level description of information that should be included in climate change mitigation and adaptation plans. It outlines a number of aspects that are mandatory to include in climate action plans if a city joins and commits to report regularly to the Global Covent rate of Mayors.
5	Greenhouse Gas Protocol for Cities, Corporate and Scope 3 (Value Chain) standards	GHG Protocol establishes comprehensive global standardized frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.
6	Victorian Governments TAKE2 Pledge program	TAKE2 is a pledge program that shows every Victorian how to take action on climate change. The goal of the program is to give every home, business and organisation the information they need to reduce their greenhouse emissions and plan for a low carbon future.
7	Cities Powers Partnership	The Cities Power Partnership is a free, national program that brings together Australian towns and cities making the switch to clean energy.
8	International Council for Local Environmental Initiatives (ICLEI) - Local	The Cities for Climate Protection program (CCP) is one of three major global transnational municipal networks aimed at reducing urban greenhouse gas emissions.

	Governments for Sustainability Cities for Climate Protection	
9	International Standards Organisations (ISO) 31000 Risk Management	ISO 31000:2018, Risk management - Guidelines, provides principles, framework and a process for managing risk. It can be used by any organization regardless of its size, activity or sector.
10	Australian Standards 5334 Climate change adaptation for settlements and infrastructure – A risk based approach	This Standard provides a general and widely applicable approach and framework for decision-makers in all organizations that play a role in the commission, design, planning, approval, construction, maintenance, management, operation and decommission of settlements and infrastructure. The Standard provides guidance on managing climate change risks and includes implementation plans for suitable and effective adaptation (treatment).
11	Commonwealth Scientific and Industrial Research Organisation's (CSIRO) Climate Change in Australia initiative	Climate Change in Australia (or CCIA) is a comprehensive website and suite of reports providing information about climate change projections for Australia. This body of work updates the previous CCIA research published in 2007.
13	National Carbon Offset Standard (NCOS)	The National Carbon Offset Standard (the Standard) is a voluntary standard to manage greenhouse gas emissions and to achieve carbon neutrality. It provides best-practice guidance on how to measure, reduce, offset, report and audit emissions for organisations, products & services, events, precincts and buildings.
14	National Greenhouse Accounts (NGA) Factors and National Greenhouse and Energy Reporting (NGER) scheme	The National Greenhouse Accounts (NGA) Factors has been prepared by the Department of the Environment and Energy and is designed for use by companies and individuals to estimate greenhouse gas emissions. The National Greenhouse and Energy Reporting (NGER) scheme is a legislated scheme for organisations that trigger certain emissions and energy thresholds that requires those organisation to report to the government on emissions and energy use. The legislation included detailed methodologies for calculation of energy and emissions.

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