



Overview

1 Introduction

This Overview explains the structure and scope of the Workshop Package and outlines processes and principles integral to developing a climate change action plan. This Overview details how to commence climate change action planning in your Council and provides tips for workshop facilitation.

1.1 Purpose of the workshop package

This Workshop Package has been developed to assist local councils plan an appropriate response to climate change. The Package is simply a resource to assist local councils identify risks and develop a prioritised action plan.

The materials and content used in this Package are based on contemporary literature and the experiences of numerous local councils in Australia. The Package is not a comprehensive reference on climate change or greenhouse gas mitigation, but rather a step-by-step approach to ensure that councils consider the range of resources available and undertake a rigorous planning process.

1.2 What is climate change action planning?

Local councils will play a critical role in ensuring communities manage the known risks associated with climate change and have the adaptive capacity to respond to the unforeseen threats that lay outside current climate change projections. Climate change action plans can include strategies to:

- Address the cause of climate change; and
- Prepare for likely impacts of climate change (i.e. adaptation)

Until recently, most local councils have focussed on trying to slow the onset of climate change by developing greenhouse gas reduction plans (i.e. addressing the cause of climate change).

Based on a growing body of scientific literature that suggests that climate change is inevitable, the focus of climate change action plans should now also include preparing our communities and economies for the impacts of climate change.

The process of climate change action planning should include:

- Identifying climate related risks (i.e. flood, drought, heat wave) that may impact Council service delivery, infrastructure and assets
- Identifying opportunities for Council to reduce greenhouse gas emissions
- Prioritising actions to manage risks and realise opportunities
- Developing an adaptable plan that integrates with other Council planning documents

Refer to module 7 - Preparing an Action Plan for a description of elements and characteristics of an effective, robust climate change action plan.

1.3 Why should local councils develop a climate change action plan?

Climate change action planning is primarily concerned with risk management; however, the planning process should also seek to identify opportunities that improve operational performance and/or service delivery.

Climate change has the potential to damage council assets, cause serious disruptions to the delivery of Council services and generate unbudgeted financial impacts.

Council should attempt to manage climate change risks to ensure that:

- Damage, disruptions and unbudgeted financial impacts are minimised
- Relevant service delivery objectives and key performance indicators (KPIs) in strategic plans (e.g. Community Strategic Plans) are met
- Ecologically sustainable development (ESD) is incorporated into all activities and decision making processes (a requirement under the *Local Government Act 1993*)
- An adequate duty of care to the community is provided

Climate change has the potential to undermine the sustainability of councils unless councils adapt to the challenges of a new climatic regime. Most climate change risks ultimately have a financial and/ or service delivery consequence. If a council does not proactively seek to limit the impacts of climate change, then it is increasingly likely that resources will be diverted to maintain poorly adapted assets and programs. The more often resources are diverted towards clean up and emergency response activities the less likely a council will be able to meet its service delivery and performance KPIs.

Over the longer term, climate change also has the potential to affect the liveability and economic viability of a region. The sustainability of a council could be threatened if businesses and rate payers start leaving a region. Local councils also have a duty of care to all people in their Local Government Area (LGA), regardless of whether that person(s) is a ratepayer or a local resident. Climate change has the potential to generate a range of hazards for the public (subsidence, slippage, erosion, infrastructure damage).

Climate change action planning may identify opportunities such as:

- Reduced operational costs via improved energy efficiency use
- Improved service delivery via re-locating, upgrading and/ or consolidating council assets
- Community leadership initiatives

Many of the greenhouse gas mitigation actions identified in the action plan will involve improving energy use efficiency (reducing the use of electricity, gas, fleet fuel). Energy efficiency actions can potentially deliver significant cost savings.

If climate change action planning identifies that assets are at risk (e.g. coastal erosion) or need to be upgraded (e.g. including air conditioning), then Council may use the opportunity to incorporate additional service delivery (e.g. accessibility, capacity, functionality) into the design brief.

1.4 Who from council should be involved in the planning process?

Preparing a council for climate change will have ramifications across the whole organisation. The implementation of a climate change action plan may require significant investment in infrastructure, assets, administration systems, service delivery alteration, behavioural change and collaboration with other organisations. To ensure a range of issues are considered and involvement and buy-in is obtained from across the organisation, the planning process should ideally involve:

Climate change champions: Council may not have a person dedicated to addressing climate change issues, however, there is often at least one person who is passionate and/ or knowledgeable about climate change issues who can champion the importance of acting on climate change. Climate change champions may help build enthusiasm for climate change action planning, offer a counter to climate change sceptics and provide assistance in facilitating the workshop modules. A climate change champion(s) should be given the opportunity to stay abreast of the latest climate change information so that they can add value to the adaptive management process.

Long serving council staff member(s): It is always valuable to include staff members who have a good historical understanding of the LGA. It is highly likely that the LGA has already experienced severe weather events such as

flooding or storm surge. Members of staff who remember these events or were involved in the clean up and emergency operations can provide valuable insight for when assessing the consequence of climate impacts.

Representative(s) from all business units: Climate change impacts will affect different business units in different ways; therefore all units should be involved in the planning process. The backgrounds and disciplines of different business unit members will also provide a valuable source of diversity for identifying adaptation and mitigation options. Omitting business units from the process may reduce the quality of the action plan and create unintended implementation risks once the planning process is complete.

Senior management: These staff members are in the best position to provide the “helicopter view” of the organisation and evaluate the relative priority of climate change risks against other projects and organisational risks. Senior management should also be able to assist with the internal approvals process.

Planning facilitator: this person will be responsible for managing the planning process, including the delivery of workshops. The facilitator may be a staff member that also fits one or more of the categories outlined above. This person may be the person who advocated that Council undertake the action planning process and may have self-nominated to lead this process. Necessary attributes of the facilitator include:

- Having the respect, or ability to earn the respect, of staff members
- The ability and confidence to lead discussions, maintain focus, manage group dynamics and deliver outcomes
- Effective planning and organisational skills
- The ability to deliver PowerPoint presentations clearly and concisely
- Willingness to research and learn about climate change, acquire and pass on information
- Commitment to coordinate the development of a climate change action plan, which may take several months



Above: Staff members, a Councillor and an external stakeholder working together at the Wellington, Blayney and Cabonne Strategic Alliance’s climate change action planning workshop (February, 2010)

1.5 Who from outside of council should be involved in the planning process?

External stakeholder engagement can be planned at the outset of the planning process and then tailored to suit the issues at hand. If Council intends to develop a climate change action plan for the community, then residents, representatives from community groups, business and government agencies (e.g. Catchment Management Authorities) should be involved in the development of the plan.

External stakeholders can also be involved in climate change action planning for Council’s operational activities. Engagement with external stakeholders can be beneficial for Council, especially for planning relating to joint areas of responsibility or collaborative projects (e.g. working with the State Emergency

Service or Rural Fire Service). External stakeholders may have expert knowledge that can be valuable to the planning process and may offer different perspectives, which can be refreshing and thought-provoking.

However, having external stakeholders at workshops or meetings could potentially inhibit open and frank discussion about Council's strengths, weaknesses and adaptive capacity. The presence of external stakeholders at workshops may limit the willingness of staff to divulge sensitive and/or controversial information (e.g. financial details, new council directions, human resourcing issues).

A regional approach to action planning can be beneficial. Council should consider partnering with neighbouring Councils or working as a Regional Organisation of Councils (ROC) or Alliance (if applicable). Benefits of collaborating on a regional scale can include:

- Creating efficiencies of scale such as saving time and money and sharing expertise
- Ensuring consistency and alignment of policies and strategies between councils
- Developing a regional response to climate change impacts that affect the region (rather than at a local scale)
- Tapping into wider networks of stakeholders and developing useful partnerships
- Being well placed to apply for any funding that might be offered for regional scale responses to climate change

Case Study – Regional Alliance Groups (DCC 2009)

Regional Alliance Groups are made up of individual local councils. Individual councils may choose to align themselves with other councils based on shared risks or other common social, environmental or economic issues. Regional Alliance Groups have been established to, among other things, raise issues and provide collective solutions to disaster management problems and integrate comprehensive disaster management planning into Local Government corporate, operational and financial planning processes. Alliances can also be effective in climate change action planning, allowing councils to plan collaboratively. Examples of councils which have worked together on climate change include the Sydney Coastal Councils Group (SCCG), the South East Councils on Climate Change Alliance (SECCA, formally the Western Port Greenhouse Alliance), the New England Strategic Alliance of Councils (NESAC) and the Northern Alliance for Greenhouse Action (NAGA). The Australian Government's Local Adaptation Pathways Program has funded a number of regional groups of councils to undertake adaptation planning.

1.6 Principles to guide the planning process

There are several principles that underpin this Workshop Package and that are commonly recognised as part of a best practice approach to acting on climate change. Councils are encouraged to consider and employ these principles in the process of developing and implementing climate change actions. These principles include:

Adaptive management: Adaptive management is an important strategy for dealing with the uncertainty surrounding climate change (sources of uncertainty are outlined in module 2). Adaptive management is the process of implementing flexible, incremental changes based on regular monitoring and

revision of plans (AGO, 2006). It involves updating plans on a regular basis to use the best, most up to date information available information at the time rather than relying on one set of information that is not revisited. As new and improved information about climate change becomes available, decisions can be reviewed

An integrated approach: This Workshop Package encourages councils to integrate climate change actions into relevant existing action plans. Ideally climate change considerations will become an integral part of Council's decision making and embedded in the culture and practices of the organisation. The Package also suggests an integrated approach to devising mitigation and adaptation strategies as this may achieve synergies and ensure actions work towards achieving both mitigation and adaptation goals

Risk management: This Workshop Package encourages a risk based approach to addressing climate change. Principles of risk management are outlined in the *International Standard ISO31000:2009 Risk Management – Principles and Guidelines*. Notably, risk management processes should:

- Address uncertainty
- Be systematic, structured and timely to produce efficient, consistent, comparable and reliable results
- Be tailored to the organisation
- Be transparent and inclusive, involving stakeholders as appropriate, especially decision makers at all levels of the organisation
- Consider human and cultural factors, recognising the capacity, beliefs and intentions of stakeholders that can contribute to or hinder progress towards the organisations objectives

The Precautionary Principle: The precautionary principle has been defined in Principle 15 of the Rio Declaration on Environment and Development 1992. It states: '*Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation*'.

When applied in the context of climate change this means that the uncertainty surrounding climate change should not be used as a reason for inaction. Councils should not use the lack of certainty as an excuse to delay climate change action planning



Above: A staff member of Bland Shire Council considering climate change projections by the CSIRO and addressing uncertainty by noting assumptions in a template (April, 2010)

3 How to use the planning modules

3.1 What is a “module”?

Each of the eight modules included in this Package covers tasks necessary for developing a comprehensive climate change action plan for Council.

3.2 What are the modules?

- Module 1 Introduction to Climate Change: provides guidance for preparing, delivering and evaluating an introductory workshop
- Module 2 Setting the Context: explains how to deliver a presentation and a workshop activity to explore climate change impacts, including uncertainty and assumptions. This module sets the context for the climate change risk assessment
- Module 3 Assessing Climate Change Risk: covers preparing and presenting a risk framework and working as a group to brainstorm, analyse and prioritise risk statements
- Module 4 Identifying and Prioritising Climate Change Actions: builds on the outputs of module 3 to identify and evaluate potential adaptation actions
- Module 5 Undertaking an Emissions Inventory: provides guidance in developing a basic greenhouse gas emissions inventory for Council and identifying the major sources of emissions
- Module 6 Identifying and Prioritising Mitigation Actions: outlines methods for identifying and prioritising actions for reducing Council’s greenhouse gas emissions
- Module 7 Preparing an Action Plan: describes key considerations, characteristics and components of robust action plans

- Module 8 Reviewing the Action Plan: offers an approach to reviewing Council’s climate change action plan

Each module includes the following:

- Expected outcomes
- Resources required for module delivery
- How to complete the module
- A delivery checklist
- Useful references

In order to assist the facilitator to identify and prioritise tasks, in most modules¹ the “How to complete the module” section has been divided into the following components:

- Module preparation: describes the tasks that will form the foundation of the module. Tasks may include:
 - Collate, review and summarise relevant information
 - Prepare workshop PowerPoint presentations
 - Develop meeting agendas, required outcomes and timeframes
- Workshop or meeting facilitation: includes the tasks associated with delivering a workshop or Steering Committee meeting
- Finalising module outputs: includes finalising outputs, evaluation and follow up. Evaluation forms to survey participants about each workshop or meeting can be a useful way to collect information about participants¹ understanding and attitudes as well as to analyse how well the workshop or meeting was conducted. Evaluation forms can also be a useful way to solicit suggestions and solutions that can provide valuable input into shaping or delivering Council’s climate change program.

1. Not all modules involve workshop or meeting facilitation. In module 5, the greenhouse gas inventory is not undertaken in a workshop setting. Module 7 is also slightly different as it is the development of the climate change action plan.

4 Getting started

4.1 Securing internal support

Climate change action planning is a time consuming exercise which will require input from many staff members. The implementation of climate change actions may require financing, staff resources and political backing. It is essential that there is adequate internal support for climate change action planning so that an adequate number of staff can participate throughout the process and to ensure the resultant action plan can be successfully implemented. Time spent gaining support for climate change planning is the most important part of the planning process as there is little point in preparing a climate change action plan that will not be endorsed or implemented. Council must be prepared to adapt existing strategic plans and incorporate climate change risks and opportunities.

Securing internal support may be best achieved by the General Manager (GM) formally endorsing the climate change action planning process and explaining this at the first workshop. The GM should also define what Council hopes to achieve from the process and the implementation of climate change actions. This will enable those involved in the process to understand what it is they are working towards (for example, the objectives listed in section 1.3).

Councillors should be made aware that staff members are preparing a climate change action plan and the scope of the plan. Councillors may wish to contribute input to the process. Clarence Valley Council and the Wellington, Blayney and Cabonne Strategic Alliance invited Councillors to participate in and contribute ideas to their introductory workshops.

Council may wish to formalise and publicise its commitment to climate change. For example, by signing the NSW Mayors' Agreement on Climate Change, Mayors can commit to targets for greenhouse gas emissions reduction.

Case Study – Gaining internal support at Warringah Council

Warringah Council completed their initial climate change action planning in September 2009. The decision to undertake climate change action planning came out of a series of internal "climate change round table" meetings, which included the General Manager and senior business unit leaders. The climate change round table meetings were organised by the Council's Strategy and Policy Division to discuss climate change and its impact on planning, risk management, internal processes and the community. A key to the success of the Warringah's planning process was the high levels of staff representation and engagement. Business unit leaders had already bought into the need for climate change action planning by the time the planning process began in April 2009, as they had been involved in four round table meetings during 2008. Importantly, the actions from this exercise are to be incorporated in Council's overall Business Risk Strategy currently in preparation.

4.2 Putting together the planning team

The delivery of the Workshop Package requires a **Climate Change Action Planning Team** consisting of a:

- **Planning facilitator** to organise and deliver the workshop modules
- **Steering Committee**, a small group of senior staff with decision making authority and the ability to delegate tasks
- **Working Group** which contains at least one representative from each council business unit

Ideally, the planning process should begin with a GM nominating a Steering Committee (of around 3-7 members). The Steering Committee should then select a facilitator and work with business unit managers to develop a Working Group. Alternatively, the GM could call for expressions of interest (i.e. group email to council staff) and/or work with business unit managers to select a Steering Committee, facilitator and Working Group.

Individual staff members can be on the Steering Committee and part of the working group. It is also envisaged that the facilitator would be part of the Steering Committee.

The Working Group could be confirmed after the first workshop as the first workshop would offer a chance to see which staff members are likely to provide constructive input to the planning process.

Regardless of how the team is selected, it is important to try to select a team that can commit to the whole process (i.e. avoid people who are likely to take extended leave, change positions or be otherwise unavailable in the next 6 - 12 months).

4.3 Investigating other initiatives

Before developing a program of workshops and activities it may be beneficial to investigate what is happening outside of Council including what other organisations are doing and what research or tools may be available. This may help in scheduling the timing and content of the workshops.

The facilitator should consider:

- What is happening elsewhere? Are workshops being undertaken by other organisations? Are there any related events that could be combined with Council's climate change workshops? For example, Clarence Valley Council invited workshop participants to the screening of an environmental film at Council as its commencement coincided with the close of one of their workshops
- Is there any information, funding or other resources that may become available in the near future? For example, the release of survey results or information on climate impacts may be useful inputs to the process
- Are there likely to be any major policy developments at the state or national level? In which case it may be better to either delay a

workshop until the policy has been announced or to schedule a follow up to the workshop with a briefing on the new policy

- Who are the stakeholders and agencies working on climate change in the region? What can be learnt from their experiences? Could working with external stakeholders assist Council to meet its objectives and lead to better outcomes? For example, the Wellington, Blayney and Cabonne Strategic Alliance invited stakeholders from other councils and organisations to make a presentation or participate in their first workshop. Hearing from stakeholders who had already commenced climate change action planning gave the Alliance insight into the possible opportunities and challenges associated with action planning

4.4 Establishing communication and engagement mechanisms

Establishing communication and engagement mechanisms early on can help ensure regular and ongoing communication with relevant stakeholders. This should include stakeholders directly involved in the action planning process (sections 1.4 and 1.5) and stakeholders not participating in the workshops and meetings. Various communication and engagement methods may be needed and should be tailored to suit different stakeholders.

At Clarence Valley Council, the planning facilitator established an email distribution list of workshop participants after the first workshop so that participants could continue to exchange ideas and share resources by email. The facilitator and participants shared emails on a weekly basis forwarding scientific reports, newsletters, comics and commentary. A more formal approach was adopted to communicate with senior staff, (for example through memos and updates to the managers' meetings), while information was provided to external stakeholders by other techniques such as an item published in the Clarence Community News.

4.5 Developing a strategy to integrate the action plan into strategic plans

Early consideration of how the climate change action plan can be integrated with other strategic plans will help to ensure this can be achieved. The integration of plans can ensure plans do not conflict with one another and do not have inconsistencies or excessive duplication. Each plan should be designed to complement existing plans to accomplish an overarching vision. The Integrated Planning and Reporting requirements under the *Local Government Amendment (Planning and Reporting) Act 2009* encourage councils to draw their various plans together and to get maximum leverage from their efforts by planning holistically for the future. Council documents and plans from across all service areas need to be considered and any linkages with climate change actions should be identified. Climate change actions may be embedded within Council's business plans as is being undertaken by Warringah Council (see the case study). Including climate change actions in broader plans can have many positive outcomes including:

- Gaining community support for climate change actions
- Addressing issues through a ten year strategic plan
- A strategic framework for resource allocation to climate change actions

The Steering Committee should:

- Consider how the climate change action plan will interact with other plans
- Identify how the actions identified in the climate change action plan could be incorporated into annual business plans and/ or strategic plans and budgets
- In drafting the plan, give due regard to other Council plans and plans at the State and Commonwealth Government level

Case Study – Integrating actions into business planning at Warringah Council

Warringah Council is embedding actions from their Climate Change Adaptation Action Plan into business plans for 2010/11 and onwards.

Warringah Council's business planning cycle is centred on the Strategic Community Plan and the supporting business plans prepared by individual business units. This commences towards the end of each calendar year and is substantially completed by April the following year. Embedding actions from the Climate Change Adaptation Action Plan into business plans will be a multi-year process. Council's Strategy & Policy Unit is responsible for overseeing this process. The Strategy & Policy Unit is providing advice to business units at the beginning of the business planning cycle and reviewing and amending draft plans to ensure that climate change adaptation is adequately addressed.

Warringah Council is at the beginning of climate change adaptation planning and expects that its business planning will evolve over the next few years.

4.6 Developing a planning program

4.6.1 Scheduling workshops

Each council will have to schedule the planning process based on their time commitments, planning cycles and availability of staff. To ensure each workshop has a good participation rate, the Steering Committee should develop a workshop program that considers key dates in the council diary, the availability of staff and the downtime impacts the workshops may have on the functionality of the council.

Holding a workshop every 3-4 weeks allows the facilitator and the Steering Committee time to complete unfinished business (after workshops) and prepare for the next workshop.

4.6.2 Booking venues

Once the workshop schedule has been finalised, workshop venues can be booked for the appropriate dates and times.

The facilitator should ensure workshops are held in a room that is:

- Quiet
- Well lit
- Suitable for 15-20 people
- Equipped with audio visual facilities including a projector screen for PowerPoint presentations and internet access if needed

The facilitator should also consider:

- Is it affordable for council to use or hire?
- Is it suitable for offering food and beverages in?
- Are there toilet facilities nearby?
- Is it available for the intended dates?
- Is the temperature comfortable for the intended dates or can it be altered to a comfortable level?
- Is there natural light but also curtains and blinds to keep light out?
- Is there equipment including a whiteboard, empty walls (for butchers paper)
- Is this venue easily accessible for all participants?

If appropriate, the facilitator may wish to encourage the use of active transport (walking, cycling, etc) or public transport by participants to access the venue.

A venue with environmental credentials or environmentally sustainable catering (such as organic food or local produce) may help to reflect the intent of the workshop, show commitment and give inspiration to workshop participants in regards to what can be achieved.



Above: The Wellington, Blayney and Cabonne Strategic Alliance held their first workshop in the Cabonne Council Chambers (February, 2010)

4.7 Facilitating workshops

4.7.1 Deciding who should facilitate

The role of the planning facilitator includes facilitating the workshops that are delivered as part of the action planning process. If the person nominated as the planning facilitator does not feel that they possess the desired attributes to effectively facilitate the workshops (such as those attributes listed on page 4), they may wish to partner with another staff member who has these attributes in order to effectively facilitate the workshops. This could be a beneficial learning and development activity if the partnering staff member was to impart some of their skills and knowledge while assisting the planning facilitator.

For example, a competent facilitator with little knowledge of climate change may wish to partner with a scientist within Council who can assist to research and explain climate change impacts and methodologies such as risk assessment.

Conversely, someone with an interest in and some understanding of climate change but little experience in facilitating large groups may wish to work together with someone who has facilitation experience.

If Council elects to use an inexperienced facilitator, then the nominated **facilitator should also:**

- Consult available reference material such as that provided on the LGSA website: www.lgsa.org.au
- Consider undertaking a short course in facilitation
- Be aware that climate change is an emotive subject

4.7.2 Selecting facilitation techniques

Unfolding Futures (2007) states that facilitators should:

- Be guides, not participants
- Prepare extensively
- Be concerned with process and results
- Encourage workshop participants to be reflective
- Be passionate about the subject material

Humour and entertainment can also be useful in engaging workshop participants, for example the use of short videos, cartoons or activities. This can provide relief from the facts and figures and technical aspects of climate change and counter the 'doom and gloom' that can be felt in addressing climate change.

Activities are also recommended to:

- Enable participants to get actively involved in the process (increasing their enjoyment of and buy in to the process)
- Provide a different means of learning and retaining information rather than merely listening to presentations (increasing participants' learning)
- Act as 'ice breakers' (encouraging everyone to participate and exchange ideas, attitudes and values)
- Assist participants to get to know one another where new staff are involved or in larger councils where staff from different sections may not frequently convene

The facilitator may wish to invite guest speakers to the workshops or meetings where presentations by guest speakers could complement or assist to deliver the material in this Workshop Package. Guest speakers can give diversity to the program and offer new insights or expertise in a particular area.

4.7.3 Managing scepticism

Climate change ‘sceptics’ are usually unconvinced that climate change is caused by human activity. When dealing with climate change ‘sceptics’ it may help to:

- Highlight that the climate has never been constant and it continues to change. Comparing the current climate to one of the ice ages provides a powerful example
- Acknowledge that climate change is a naturally occurring process. Highlight that the climate will continue to change with or without anthropogenic sources of greenhouse gases
- Explain that climate change adaptation planning is not designed to address the cause of climate change, but rather prepare the community for a new climatic regime
- Explain that organisations and communities must continually adapt with the climate regardless of whether climate change is caused by human activity or otherwise
- Explain that climate change adaptation planning is a proactive response to a projected future and that it is no different than planning for future changes in community demographics

If asked why Council should prepare a greenhouse gas mitigation plan for reducing greenhouse gas emissions, it may help to state:

- Any community support for reducing greenhouse gas emissions (i.e. highlight if ratepayers would expect Council to be taking action). This may be evident from community consultation processes Council has previously undertaken
- Any public commitments Council may have made in regards to reducing greenhouse gas emissions (such as by signing the NSW Mayors’ Agreement on Climate Change)
- The financial savings that can be derived from reducing emissions



Above: Councillor Nick Katris, Mayor of Kogarah with a signed NSW Mayors’ Agreement on Climate Change in 2008. The Agreement notes a target for greenhouse gas emissions reduction of 45% by 2015

5 Useful references

Facilitating the planning process can be daunting. The following resources may provide additional assistance:

Australian Greenhouse Office, 2006, *Climate Change Impacts and Risk Management: A Guide for Business and Government*.

Bizikova, L., Neale, T., Burton, I., 2008, *Canadian communities guidebook for adaptation to climate change. Including an approach to generate mitigation co-benefits in the context of sustainable development. First Edition*. Environment Canada and University of British Columbia, Vancouver.

Department of Climate Change, 2009, *Climate Change Adaptations for Local Government*.

Department of Sustainability and the Environment, 2005, *Effective Engagement: building relationships with community and other stakeholders*.

Gardner, J, Dowd, A-M., Mason, C. and Ashworth, P., 2009, *A framework for stakeholder engagement on climate adaptation*. CSIRO Climate Adaptation Flagship Working paper No.3.

Ministry for the Environment (NZ), 2008, *Climate Change Effects and Impacts Assessment: A Guidance Manual for Local Government in New Zealand. Second Edition*. Mullan B; Wratt D; Dean S; Hollis M; Allan S; Williams T, Kenny G and Ministry for the Environment, Wellington.

The Climate Change in Australia website:
www.climatechangeinaustralia.gov.au

Links to these resources can be found on the LGSA website
(www.lgsa.org.au).