

ATTACHMENT A

# **ATTACHMENT A**

**THE GREEN LIVING CENTRE  
FUTURE PLAN 2014**



# GREEN LIVING CENTRE FUTURE PLAN 2014-2017

February 2014





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## 1 Introduction

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### 1.1 BACKGROUND TO THE GLC

The Green Living Centre (GLC) was originally established by Marrickville and the City of Sydney Council in 2002 as 'The Watershed', a community hub situated on King Street Newtown. The centre was established with funding from a NSW Stormwater Trust Grant and aimed to inspire and empower the local community to live sustainably in an urban environment.

The centre is now jointly funded by Marrickville Council and the City of Sydney Council through a memorandum of understanding. The focus of the centre has shifted in recent years, with greater emphasis being placed on facilitating sustainable living and action within the local community by providing place-based education and resources for local residents, businesses and visitors in the Newtown precinct.

The GLC currently provides a range of opportunities for the community and businesses in and around Newtown to become aware of, and involved in, sustainable living and working practices. The centre coordinates and hosts activities including an Urban Sustainability Workshop Series (USWS), Talk'n'Tea sessions, Volunteering Program, Business Engagement program and provides sustainability advice and a meeting place for the community to find out about and discuss sustainable living practices. The GLC's work has been recognised through a number of awards for environmental education, including winner of the NSW Local Government and Shires Associations' 'Environmental Education Award for Outstanding Environmental Education' (2008).

### 1.2 STRATEGIC CONTEXT – THE CASE FOR CHANGE

Over the most recent operational period, the GLC's activities have been guided by *The Watershed Strategic Plan 2009 – 2014*. That Plan aligned the GLC's activities with a series of cascading policies and programs, from international policy statements (principally the *UN Decade of Education for Sustainable Development 2005-14*), to state (*NSW 2021*) to local strategies, including the *City of Sydney Sustainable Sydney 2030* and Marrickville Council's *Community Strategic Plan 2023*. A review of the Strategic Plan has informed the production of this Plan.

- The most significant linkages with City of Sydney's *Sustainable Sydney 2030* strategic directions are as follows:
  - Direction 2 – Leading environmental performer, including a target to achieve a 70% reduction in greenhouse gas (GHG) emissions on 2006 levels by 2030
  - Direction 4 – A City for Pedestrians and Cyclists
  - Direction 6 – Vibrant Local Communities and Economies.
- The key linkages with *Marrickville Council's Community Strategic Plan 2023* and upcoming *Climate Change Strategy* are as follows:
  - Reduce organic waste to landfill
  - Mainstream a reuse culture
  - Increase access to public transport
  - Support the community to lead a reduction in GHG emissions.

The preparation of the Future Plan 2014 – 2017 is occurring concurrently with changes in the local strategy landscape and is consistent with these changes. Namely, the City of Sydney is undertaking a review of its residential sustainability programs (the Green Villages Review) and Marrickville Council is preparing a *Climate Change Strategy* and a *Towards Zero Waste Strategy*.

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In addition to these strategic changes at the Council level, there are a number of other, external factors which will influence the GLC's operations over the period 2014 - 2017. These factors include:

- **Changes in the sustainability sector** – the sustainability sector has evolved rapidly over the last decade and is likely to continue this trend. The sector continues to respond to new policy directions and priorities, as well as new approaches to encouraging and embedding sustainability behaviour change at the individual and organisational level. Shifting notions of what is considered to be 'best practice' in place-based sustainability will continue to evolve over the next three years.
- **Emergence of new players** – in recent years, other operators have emerged in the sustainability sector. Some of these operators offer either similar or complementary services to the GLC and provide an opportunity for strategic partnerships and joint or brokered service offerings. These operators include the City of Sydney's Proposed City Farm and a range of private providers, such as those running sustainable gardening, cooking and home maintenance classes.
- **Changing local demographics** – the communities which the GLC serves are also changing, with an increase in young families and young professionals in the Newtown precinct resulting in changing community needs and preferences, as well new opportunities and challenges to engaging with the community through a place-based service model.

This Future Plan takes an outcomes-based approach to identifying strategic directions for the centre over the next three years. This approach takes into account changes to both the internal and external environment within which the centre is operating. Based on these factors, the Plan identifies that a continuation of the status quo is not an option for the GLC's ongoing operations.

## 1.3 PURPOSE OF THE FUTURE PLAN

The purpose of this Future Plan 2014-2017 is to identify a set of outcomes for the GLC which meet the strategic goals of the partner Councils and provide guidance on future activities. This Future Plan includes:

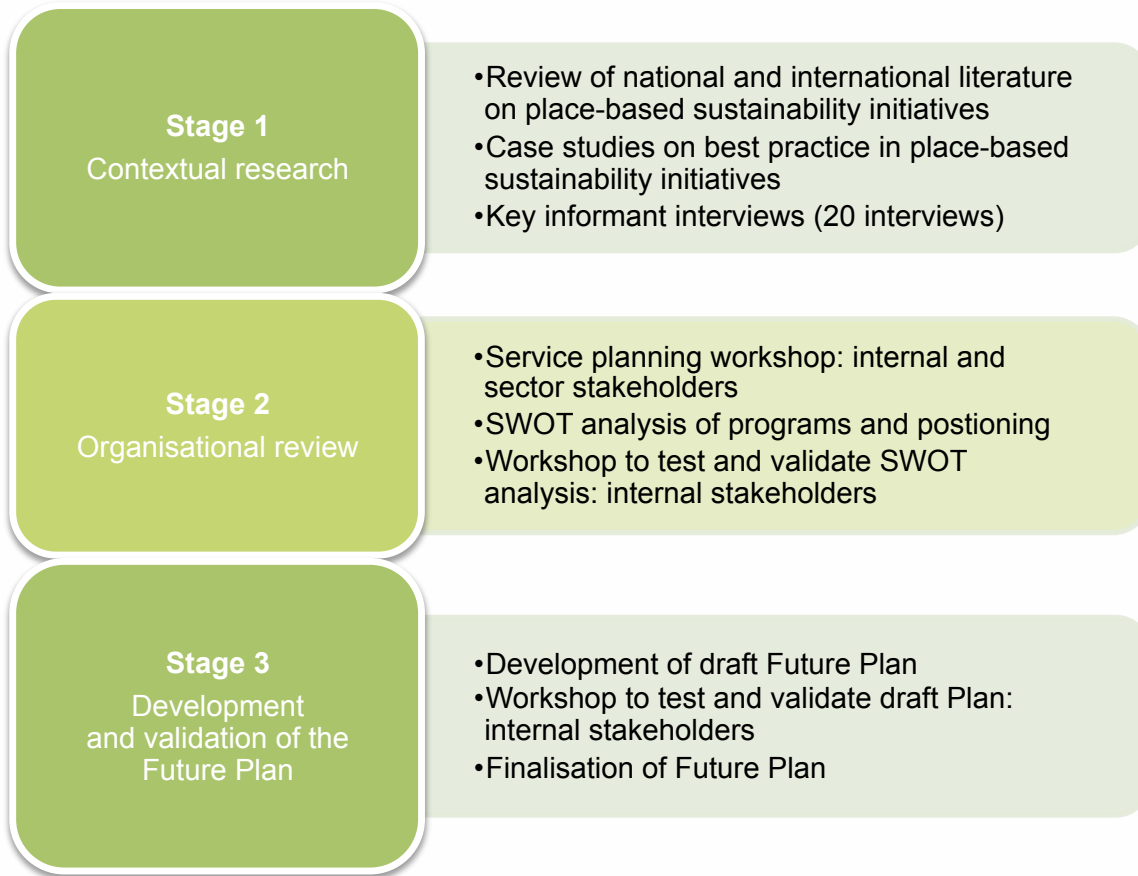
- A refined ultimate outcome for the GLC, which is consistent with the strategic goals of the partner Councils
- A revised delivery framework (service model) for the GLC, which is consistent with the strategic goals of the partner Councils
- A revised model for community and stakeholder engagement that draws on the GLC's strategic values of innovation, creative thinking and collaborative practice in a friendly, energetic and accessible space
- Recommendations on supplementary funding streams.

The Future Plan is also intended to inform the partner Councils' strategic reviews of sustainability services and programs and to inform more detailed operational planning for the GLC over the next 12 months.

### 1.3.1 APPROACH TO DEVELOPMENT OF THE FUTURE PLAN

The Future Plan has been prepared by Urbis, working in close collaboration with the partner Councils over a five month period. The methodology for production of the Future Plan is outlined in Figure 1. This methodology was refined throughout the course of the project, in discussion with the partner Councils, to respond to emerging issues and key priorities of the GLC and the partner Councils.

FIGURE 1: FUTURE PLAN METHODOLOGY



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The approach to the preparation of the Future Plan has been based on the following principles:

- **A research and evidence-based approach:** Development of the Future Plan is the result of a three-stage research process, as outlined in Figure 1. This approach has been undertaken to ensure that the Future Plan responds to, and is informed by:
  - Evidence on the effectiveness of current GLC activities
  - Evidence on the alignment of GLC activities with the partner Councils' policies and programs
  - Best practice approaches and trends in place-based community education.
- **Strengths-based and future-focused:** The Plan draws on the past successes of the GLC and seeks to maintain what works about the organisation, whilst identifying areas to reorient activities in light of the research findings.
- **Aligned with the partner Councils' strategic direction:** for sustainability policy and programs.

## 1.4 CURRENT RESOURCES AND GOVERNANCE ARRANGEMENTS

At present, the GLC operates within the following governance framework:

- **A Working Group:** The Working Group oversees the GLC's budgetary and strategic decision making; it authorises the GLC's Annual Management Plan. The group meets bi-monthly or more frequently as required and is comprised of the GLC Program Manager, two staff from City of Sydney and two staff from Marrickville Council.
- **An Operational Group:** The Operational Group provides a regular communication mechanism for operational issues between the GLC and the partner Councils. The group has decision making power over operational issues and program areas outlined in the Annual Management Plan and meets on a monthly basis. Like the Working Group, the Operational Group is comprised of GLC staff and representatives from the partner Councils.
- **A Reference Committee** (previously the Steering Committee): The role of the Reference Committee is to provide diverse independent input, endorsement, practical advice, stakeholder comment and a consultation and communication link to the local community. The term of membership of the Reference Committee runs for the length of each local government term (four years), with new members invited by the partner Councils to participate following each election. Vacant positions are filled between elections.

The GLC currently operates with 3.5 full-time equivalent (FTE) staff, comprised of a full-time Centre Manager, a full time Senior Environmental Officer and two part-time Project Officers, as well as support from casual staff. The GLC's current programs include a community education program, business education program, shopfront services and some outreach services and events.

Strategic planning undertaken to inform the production of this Plan has identified that increased flexibility in the staffing mix and model is required to allow the centre to effectively respond to changing community needs. For example, a major limitation in resourcing of the centre is the requirement to have two staff available in order to open the shopfront. In addition, temporary staffing gaps cannot be easily filled. Information supplied during the preparation of the Future Plan suggested some activities such as the business education program were not being pursued because of lack of staffing resources.

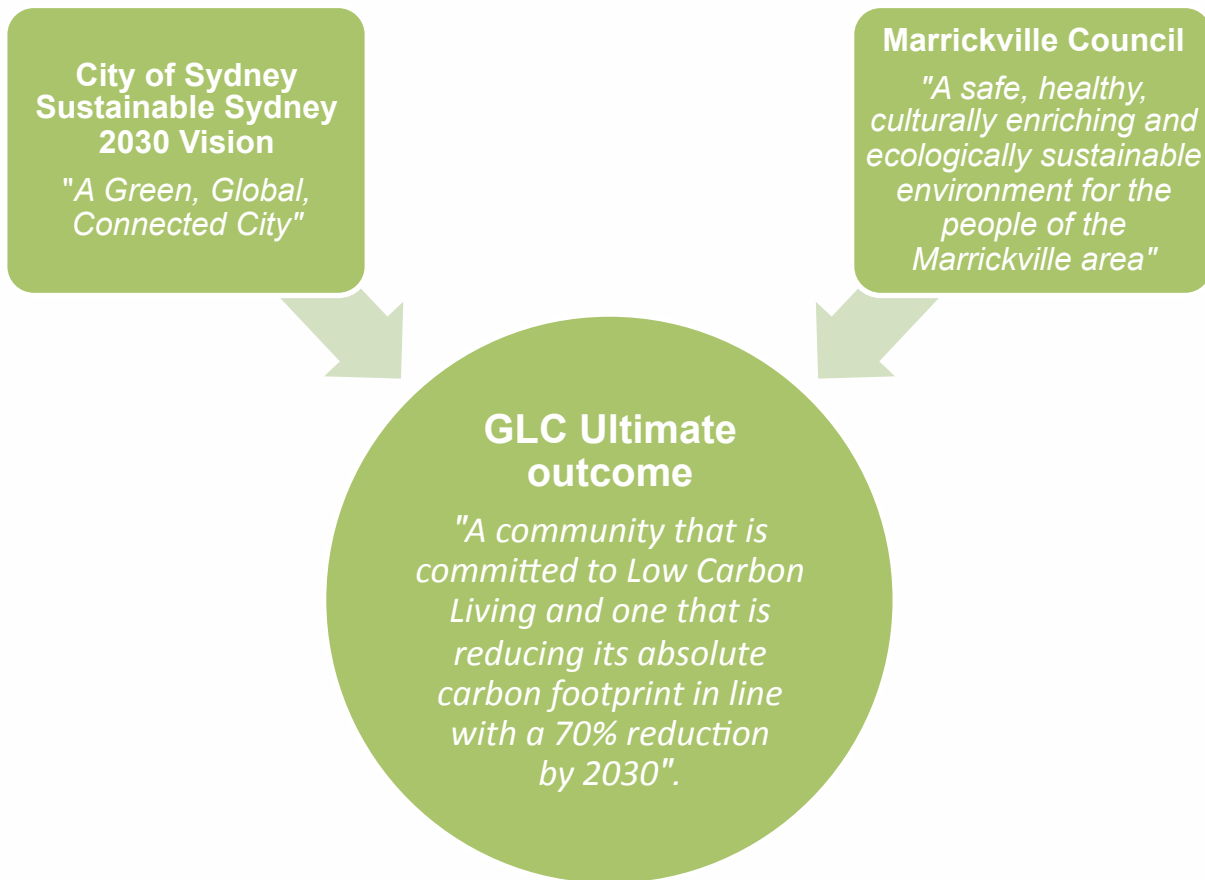


## 2 Ultimate outcome and Purpose of the GLC

### 2.1 ULTIMATE OUTCOME

Adopting an outcomes-focused approach, this Future Plan has identified a set of aspirational or ultimate, intermediate (to be achieved by 2017) and immediate (to be achieved by 2015) outcomes around which to structure the GLC's future activities and operations. The objective of this review has been to ensure that the outcomes pursued by GLC reflect the strategic directions of the partner Councils and the unique position of the GLC as a placed-based sustainability hub on a busy, inner city mainstreet. The following ultimate outcome provides an overarching summary of what GLC would like to achieve in the long-term. It also provides inspiration for daily operations and will support the centre in its operational planning over the next 12 months.

FIGURE 2: ULTIMATE OUTCOME



### 2.2 PURPOSE STATEMENT

A refreshed purpose statement has also been prepared as part of the Future Plan to ensure that the aspirations, role and purpose of the GLC are aligned with the partner Council's strategic directions. This purpose statement is below.

#### PURPOSE STATEMENT

- To encourage and support our communities to reduce their environmental footprint.
- To promote and connect the Newtown community with the services, providers and networks needed for low carbon living.
- To foster and value the innovation needed to build sustainable communities.

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The following describes the approaches which the GLC will take in delivering its ultimate outcome:

## A COMMUNITY THAT IS COMMITTED TO LOW CARBON LIVING AND ONE THAT IS REDUCING ITS ABSOLUTE CARBON FOOTPRINT IN LINE WITH A 70% REDUCTION BY 2030

*To encourage and support our communities to reduce their environmental footprint.*

The GLC will respond to the strengths and diversity within the community and deliver programs which are accessible to all members of the community and tailored to meet the specific needs and interests of the community.

The GLC will develop programs that aim to build capacity within the community to reduce their environmental footprint and provide opportunities to be involved in, and inspired by, low carbon living practices.

*To promote and connect the Newtown community with the services, providers and networks needed for low carbon living.*

The GLC will develop strategic and targeted partnerships with local organisations and individuals, and connect the communities in Newtown to the opportunities and services provided by this network, for low carbon living.

By doing this, the GLC will be supporting the strategic goals of both Council's and will support Council to achieve their targets and outcomes associated with low carbon living. This will also ensure that the GLC does not duplicate activity and supports innovative projects.

*To foster and value the innovation needed to build sustainable communities.*

The GLC will build on the strengths of the community, partners and organisations to foster and trial innovation in low carbon living. The GLC will be flexible in its approach and maximise the potential of opportunities for low carbon living.

The GLC will be a leader in the community, and among its networks, in promoting and supporting low carbon living that will assist the community to meet collective goals and expand opportunities for members of the community to reduce their environmental footprint.



## 2.3 A PLACE-BASED APPROACH TO SUSTAINABLE LIVING

The GLC is a place-based sustainability hub. A place-based approach is a core principle of the centre. This means that:

1. **The centre operates from a physical place**, a shopfront, which is open and accessible to the community. Research undertaken for this project suggests that this physical presence on the main street enables face-to-face interaction with the community and can result in greater levels of engagement and activity within the community.
2. **The centre operates within a defined catchment area**, and activities are focused on supporting the community within this area. However the centre is also open and accessible to people from outside this area. Evidence collected to date suggests that this focus on a particular community allows for targeted programs which respond to the specific needs and challenges of the community, while maximising the opportunities and innovation occurring in the wider area.

The defined catchment area for the GLC is presented in the map (overleaf) and includes Newtown, Erskineville and Enmore suburbs.

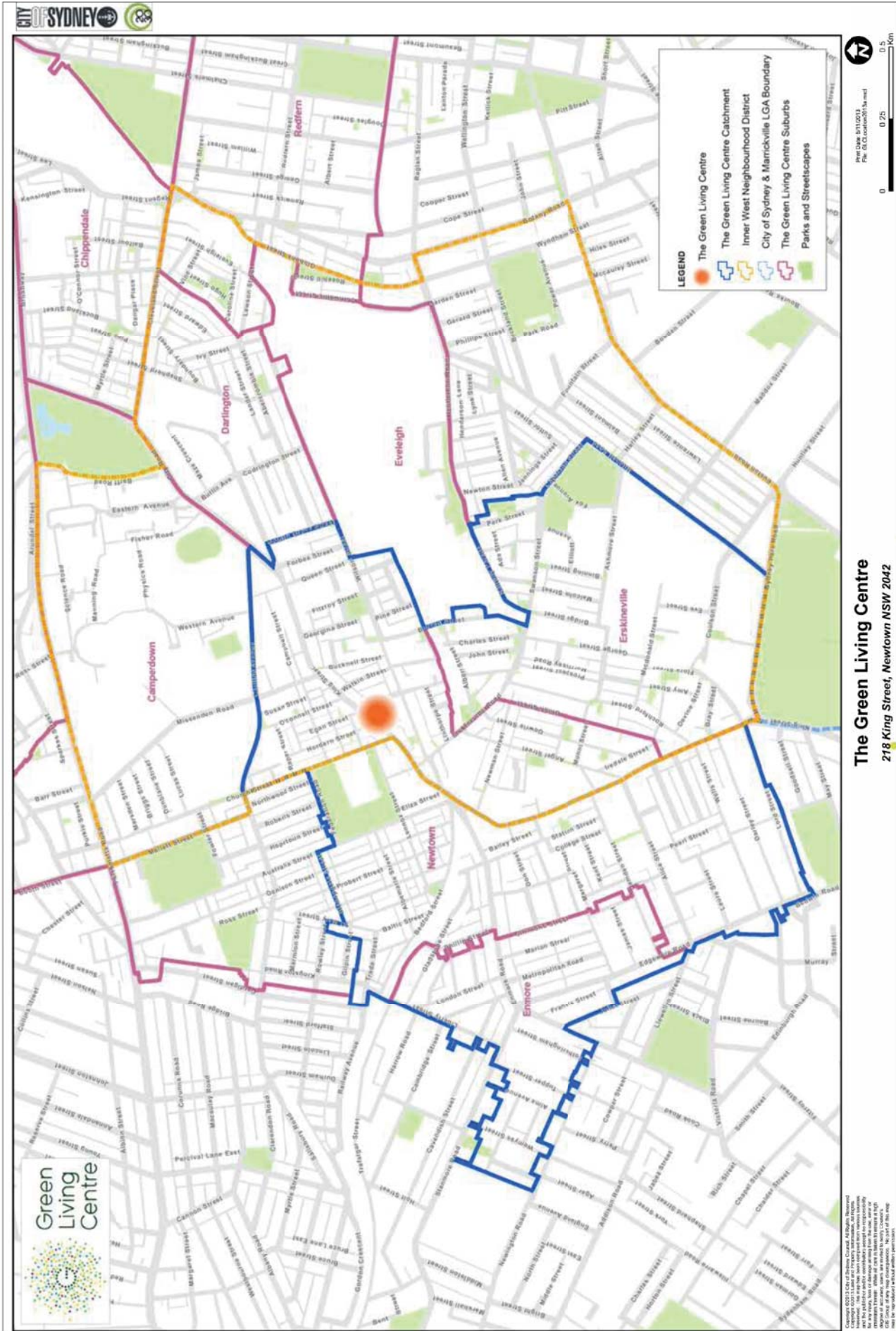
The primary and secondary audience for the GLC is defined as:

- **Primary audience** – residents and businesses in the catchment area
- **Secondary audience** – workers, visitors and students in the catchment area and neighbouring areas.

## 2.4 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The Future Plan takes a strengths-based approach to the development of a strategic framework for action. The GLC's key strengths were identified through the preparation of a SWOT analysis, which was prepared collaboratively with GLC staff and representatives of the partner Councils. The full SWOT analysis is available at Appendix A. Key strengths which have informed the development of the Future Plan include the following factors:

1. **Reputation** – the GLC has a strong reputation within the sustainability sector and across the community. The longevity of the Council partnership, legacy of innovative projects, large alumni of past volunteers now employed in the sustainability sector and the embedded knowledge and skills of the GLC has helped to develop this reputation
2. **Knowledge** – the organisational knowledge held by GLC demonstrates an understanding of local issues and concerns, barriers to engagement and key opportunities for involvement in low carbon community living
3. **Community trust** – the GLC is trusted by the community and businesses in the area. It provides face-to-face interaction, and occupies a unique space between Council and community, which allows for a more direct approach to the delivery of sustainability education
4. **Location and access** – the GLC's main street location and shopfront supports both formal and informal engagement, allows 'drop-ins' and 'face-to-face' engagement
5. **Volunteers** – the GLC volunteers have supported a large number of successful programs and have provided a significant legacy.



## 3 Strategic Framework for Action

### 3.1 OVERVIEW OF THE STRATEGIC FRAMEWORK

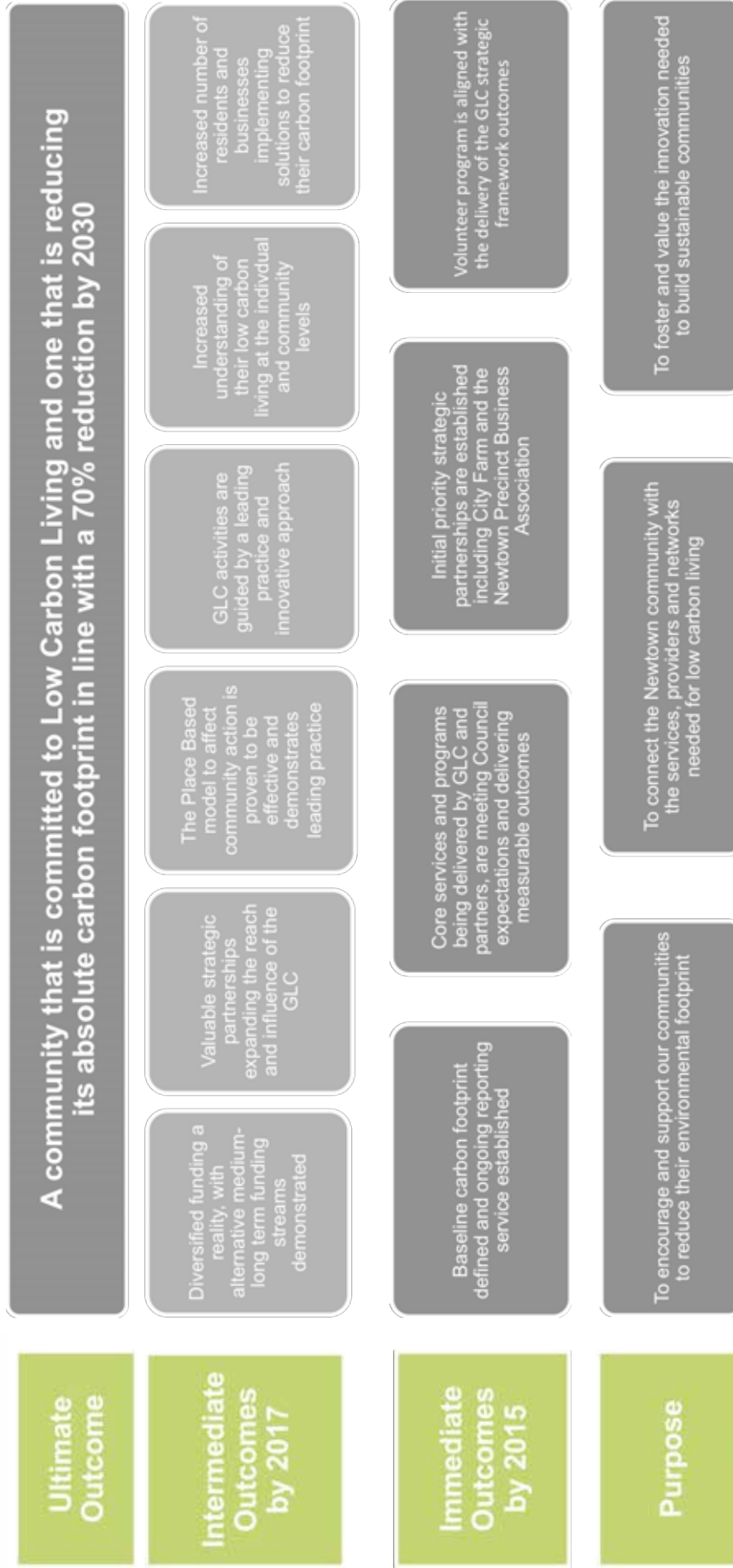
A strategic framework has been prepared to guide the GLC's actions during 2014-2017 and is shown in Figure 3 overleaf. The framework provides an outcomes-focused approach to setting and reporting against the GLC's activities over the period. The purpose of the framework is to assist the GLC to meet its **ultimate outcome** "A community that is committed to Low Carbon Living and one that is reducing its absolute carbon footprint in line with a 70% reduction by 2030".

Using an outcomes hierarchy model, the framework identifies a range of **intermediate and immediate outcomes** that are required to assist the GLC to achieve its ultimate outcome. It then cascades down to the overall purpose and approach that the GLC will take in achieving its outcomes. Core activities which the GLC will conduct to achieve these outcomes will be outlined in a future business plan.

The intermediate outcomes will be used to measure the success of the GLC and will be reviewed in 2017. The immediate outcomes are to be achieved by 2015.



FIGURE 3: STRATEGIC FRAMEWORK



## 3.2 SERVICE MODEL OPTIONS

The GLC primarily operates under a direct provision service model. These services include directly-delivered community education programs (including the Urban Sustainability Workshop Series and bike library) and shopfront services. The GLC also operates some partnership activities with local businesses and institutions (including composting of commercial waste).

There are a number of service models which the GLC could explore to deliver on the outcomes identified in the strategic framework. The identification of a preferred service model will be further informed by the strategic planning to be undertaken during 2014.

The guiding principle in the identification of a service model option – or options – relates to the guiding principle of ‘form follows function’. In the current context, while both partner Councils are undertaking strategic reviews of funding allocation and supporting programs, the commitment is to extend the MOU between partners for three years (2014-2017). Therefore, it is not possible to outline definitively the desired shape of the future model, (form), as the key aims, objectives and requirements of each organisation (leading to function) are still under development. We have, however, provided guidance on a number of service models – or a combination of models – for the partner Councils to consider as an input to their review.

It is important that future service delivery is underpinned by a flexible and responsive model that allows the GLC to operate with maximum agility. The GLC may operate a number of models concurrently and choose to emphasise one aspect of the model in response to community needs or interests. For example, the GLC may continue to directly deliver some services (e.g. bike library, Urban Sustainability Workshops) where it is best placed to, broker other services through its partnerships (e.g. sustainable cooking classes through local restaurants), and refer members of the community to additional services where it or its partner organisations are not well-positioned to offer that service.

FIGURE 4: SERVICE MODEL OPTIONS



Service model options include the following:

- **Community leadership:** involves facilitation, strategy, governance, and shared learning and research. This is the overarching service model adopted by the GLC and forms the umbrella for all activities.
- **Brokering:** provides the GLC's primary and secondary audiences with access to services through the GLC's partnerships with local service providers and organisations, usually accompanied by the funding to facilitate their access.
- **Referring:** is when the GLC refers clients to suitable existing services, and does not act in a formal partnership role with those services.
- **Direct provision:** is when the GLC directly provides programs and services. Where existing providers and organisations already provide a service to the community, or are best placed to provide a service which meets an identified gap, it is recommended that the GLC act in a brokerage role to meet community needs. The GLC should directly provide programs and services in cases where it is best placed (by location, resources or expertise) to do so.

These options provide a platform for the identification of a preferred service model, or combination of models, to be developed as part of the GLC's operational planning over the next 12 months.

### 3.3 SUPPLEMENTARY FUNDING STREAMS

Literature examined by Urbis in the preparation of the Future Plan identified the importance of multiple, diversified revenue streams in supporting place-based sustainability programs.

Currently, the GLC is principally funded by the partner Councils, with a small income from retail sales. The most recent Annual Plan 2012-13 indicates that the GLC had a total annual expenditure of \$337,594.

As discussed earlier in this Plan, the partner Councils are currently reviewing the funding and partnership arrangements governing their involvement in the GLC. As part of this review, the partner Councils have requested information on funding streams to supplement their investment in the GLC.

Table 2 in Appendix B provides an overview of supplementary funding streams to support the GLC over the period 2014-2017.

We recommend a diversified funding stream is pursued that takes elements across a range of the sources. Funding streams that are most aligned with the strategic framework in which the GLC operates include the following:

- **Revenue generation through volunteering program:** There is an opportunity for the GLC to formalise its volunteering program and gain an additional revenue source. Options include partnerships with local educational institutions to offer paid placements and potential to offer a sustainability mentoring program for people seeking to establish a career in the industry. The latter option provides an opportunity for the GLC to leverage the significant goodwill and strong reputation of its volunteer alumni, many of whom have gone on to have successful careers in the sector.



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- **A concerted focus on grants funding:** Increased funding is available to environmental organisations through a range of sources, most notably the NSW Office of Environment and Heritage's (OEH) five-year \$465.7 million 'Waste Less Recycle More' grants program. There is potential for the GLC to identify additional government funding and grants opportunities at the State and Federal levels to supplement current Council funding. An increased focus on resourcing of grants writing and reporting is required here.
- **Fees:** While many similar centres provide free workshops and training sessions to the community, others also include a range of fee based programs. These programs are generally for advanced or niche topics and facilitated by professional facilitators. The potential fees generated through these events can provide a significant revenue stream.
- **Partnerships to leverage investment:** Partnerships with local sponsors or business, or the development of a membership program may provide further revenue streams. A King Street Green Rewards program could be established in partnership with the Newtown Precinct Business Alliance (NPBA) to incentivise people to sign-on to the GLC workshop series.
- **Philanthropic sources of funding:** Sourcing funding from interested and engaged stakeholders, including local residents and businesses via donations for specific projects. This would require a focus on communications of the project and its benefits, and a high level of engagement, including social media campaigns, with the community.

Currently, the GLC provides a small retail offering on a cost neutral basis. Based on feedback from a range of sources during the preparation of the Future Plan, the retail offering is considered to provide little benefit to the organisation. It can be a drain on staff resources, diverting activity from higher priority work, and potentially compete with businesses on the mainstreet. For these reasons, we recommend that retail sales are not pursued as a supplementary funding source. The partner Councils and the GLC may wish to consider the role of retail sales at all in the centre's activities.

The introduction of any new funding streams should be weighed against a series of key considerations. These have been outlined in Table 2 and include:

- Resource and skills required to deliver on outcomes: e.g. grant-writing
- Prudentiality and oversight required: includes governance arrangements, organisational requirements and reporting regulations
- Alignment with the partner Councils' funding and reporting requirements
- Reputational impacts of funding streams: e.g. alignment with funders' values and brand reputation (in particular for corporate partners).

Further information regarding supplementary funding streams is presented in Table 2 in Appendix B.

## 4 Measuring Success

Activities and Key Performance Indicators (KPI's) will be developed as part of operational planning for the GLC. Urbis recommends that targets and KPI's for the GLC should be:

- **Aligned:** with the ultimate, organisational and community outcomes identified in the strategic framework
- **Evidence-based:** responding to the data generated through the community needs and interest analysis
- **Consistent:** with the requirements and strategic directions of the partner Councils
- Subject to **ongoing monitoring and review** of their efficacy and appropriateness, and amended where required
- **Focused:** centred on a key result area (KRA) or a small number of KRAs where the strengths of the GLC position it to excel – and contribute to areas of most importance to the partner Councils
- **Prove value:** to the Council partners – and other strategic partners – by assisting them to achieve a shared goal and to monitor achievements.



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Appendix A

## **GLC Operations and Activities: SWOT Analysis**

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TABLE 1: GLC OPERATIONS AND ACTIVITIES: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. <b>Reputation</b> – the GLC has a strong reputation within the sustainability sector and across the community. The longevity of the Council partnership, legacy of innovative projects, large alumni of past volunteers now employed in the sustainability sector, and the embedded knowledge and skills of the GLC has helped to develop this reputation</li> <li>2. <b>Community trust</b> – the GLC is trusted by the community and businesses in the area. It provides face-to-face interaction, and occupies a unique space between Council and community, which allows for a more direct, less bureaucratic approach to the delivery of sustainability education</li> <li>3. <b>Location and access</b> – the GLC’s main street location and shopfront supports both formal and informal engagement, allows ‘drop-ins’ and ‘face-to-face’ engagement</li> <li>4. <b>Volunteers</b> – the GLC volunteers have supported a large number of successful programs and have provided a significant legacy.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Activity not outcomes focus</b>– there are a range of views on the core purpose and role of the Centre across the Council partners and staff. Existing key performance indicators (KPIs) are task oriented and not completely aligned with the partner Councils’ strategic priorities</li> <li>2. <b>Limitations associated with the shopfront</b> – whilst a significant strength of the GLC, regulations requiring two staff to be present in order to open the shopfront limits staff flexibility. Staff costs associated with opening out of standard Council business hours (including evenings and weekends) significantly limits the potential for the Centre to engage with the community during the most active periods on the main street</li> <li>3. <b>Communications and promotion</b> – lack of alignment with the partner Councils’ lack of digital presence (online and social media) limits the potential for time poor residents to engage with the GLC and its programs</li> <li>4. <b>Governance and process</b> – multiple layers of governance take up limited resources and limit flexibility. Working to meet the requirements of dual Council processes is time consuming.</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. <b>Strengthen and establish strategic partnerships and networks</b> – there are a range of existing projects and programs being delivered within the precinct which the GLC can partner with, and support, to deliver wider community impacts. The City of Sydney’s new City Farm represents a strong opportunity to align practice, avoid duplication and maximise community engagement and interest in both organisations</li> <li>2. <b>Strengthen the place-based focus</b> – identify core and supplementary areas for activity and action</li> <li>3. <b>Volunteering</b> – examine options for paid placements, in particular through the neighbouring universities. Re-engage with the significant volunteer alumni to leverage their skills and capacity to support delivery of programs, raise the profile of the GLC, and maximise broad community engagement in innovative projects</li> <li>4. <b>Communication and promotion</b> – there are opportunities to ‘re-launch’ the GLC’s new branding and further activate the shopfront, linked to the shopfront renovation and upcoming website launch (mid 2014)</li> <li>5. <b>Legacy and strength of programs</b> – build on the success, lessons and legacy of programs (such as Worm Farming and Bike Library) to maximise future community engagement</li> <li>6. <b>Community</b> – observation shows that the Newtown residential community is informed, active, engaged and changing. Further analysis of the community demographics, needs and aspirations should be undertaken to inform future activities</li> <li>7. <b>Organisational structure</b> – potential opportunity to move to a new corporate structure, such as an incorporated association model, with greater autonomy from Council’s governance procedures. This may enable the Centre to deliver more innovative projects and respond more flexibly to emerging needs in the community</li> <li>8. <b>Service delivery model</b> – to extend the reach of the GLC and focus resources on the most high impact activities, consider a mixed delivery model, which includes information advice and referral, brokerage of services, and direct service delivery. Develop the model in partnership with key stakeholders (e.g. businesses, education institutions, community groups and residents) to deliver innovative projects.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Lack of flexibility and adaptability</b> – the GLC must be flexible to adapt to emerging innovations in the sustainability sector, changes in community needs, new and competing projects and programs, and organisational challenges (resources, structure and governance)</li> <li>2. <b>Funding</b> – the current funding model, based largely on support of the partner Councils, means the GLC is at threat if either Council withdraws funding</li> <li>3. <b>Emerging programs</b> – the City of Sydney is partway through a review of its residential sustainability programs (the Green Villages Review) and the outcomes of that process on programming will not be known until mid-2014. The soon to be launched City Farm creates competition for the City of Sydney’s funding and possible duplication of activities with the GLC</li> <li>4. <b>Potential loss of support from the community</b> – volunteer capacity and the continued engagement of the community in programs are essential factors for the success of the GLC. As such there must be a strong understanding of community needs and interests reflected in a program offering that is relevant to the GLC’s primary audience.</li> </ol>

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Appendix B

## **Supplementary funding streams**

TABLE 2: ANALYSIS OF SUPPLEMENTARY FUNDING STREAMS

FUNDING TYPE	POTENTIAL REVENUE STREAMS	KEY CONSIDERATIONS	STRENGTHS	WEAKNESSES
<b>Seed funding</b>	<ul style="list-style-type: none"> <li>Use of grant funding to seed new projects e.g. consultancy advice and insight</li> <li>Use of reserve fund to seed process improvements e.g. social media strategy, database development and management.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with partner Councils' strategic and corporate objectives</li> <li>Requires clear selection and assessment criteria</li> <li>Requires a framework for reporting and monitoring expenditure and outcomes</li> <li>Prudentiality and oversight, examine requirements with reference to organisational skills.</li> </ul>	<ul style="list-style-type: none"> <li>Funding can be allocated to activities that are aligned with the GLC's strategic framework</li> <li>Funding can have a legacy beyond initial injection of capital: process improvements, ongoing projects</li> <li>Rigour required in reporting and acquitting funding.</li> </ul>	<ul style="list-style-type: none"> <li>One-off nature of funds means careful selection of funding allocation is required</li> <li>Concentrates funding on fewer projects, therefore project selection is critical to ensure alignment with strategic framework</li> <li>Applying for, reporting and acquitting funding requires allocated resources.</li> </ul>
<b>Recurrent funding</b>	<ul style="list-style-type: none"> <li>An agreed and continuing commitment from partner Councils to fund operations</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with partner Councils' strategic and corporate objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Previous five year funding model provided certainty of operations, allowing GLC to focus on strategy and implementation</li> <li>Reliable funding source</li> <li>Provides additional benefits linked to funding e.g. shopfront, back-office support, staffing support, linkages with other Council programs.</li> </ul>	<ul style="list-style-type: none"> <li>As a sole funding source, reduces GLC's responsiveness to changing community or sector trends and interests</li> <li>As a sole funding source, reduces GLC's visibility to other funders</li> <li>Resource burden of Council processes e.g. reporting, administration.</li> </ul>
<b>Grant-based funding</b>	<ul style="list-style-type: none"> <li>'Waste Less Recycle More', NSW Office of Environment and Heritage (OEH): five-year \$465.7 million program, commencing Q1 2014</li> <li>Environmental Trust, OEH</li> <li>A number of other grants and trusts are open to organisations with a charitable status e.g. The Myer Foundation and Sidney Myer Fund, Perpetual Foundation and others.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with GLC's strategic framework</li> <li>Consider cost-benefit of funding amount to resource requirements</li> <li>Prudentiality and oversight, examine requirements with reference to organisational skills.</li> </ul>	<ul style="list-style-type: none"> <li>Provides additional funding while achieving primary objectives of GLC</li> <li>Funding for clearly targeted and appropriate outcomes</li> <li>Improved internal knowledge by leading innovative programs</li> <li>Increases profile and reputation of the centre</li> <li>Significant new funding streams available, in particular through OEH</li> <li>Involvement in larger funded projects could increase the profile and reputation of the GLC.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of certainty for ongoing funding</li> <li>Application, reporting and acquittal processes can be time consuming and resource intensive</li> <li>Lack of flexibility: grants limited to specific activities or outcomes that may not align with GLC's strategic framework.</li> </ul>

FUNDING TYPE	POTENTIAL REVENUE STREAMS	KEY CONSIDERATIONS	STRENGTHS	WEAKNESSES
<p><b>Partnership funding</b></p>	<ul style="list-style-type: none"> <li>Partnerships with local universities – supporting research, or allowing paid student placements (volunteering)</li> <li>“Contracted projects” e.g. NSW Roads and Maritime Services (RMS) contracts the GLC to be a hub for a course on bicycle repair, jointly with the Councils; NSW Health contracts the GLC to run or broker the running of courses on sustainable food production</li> <li>Partnerships with other community-based programs –share the volunteer resources the GLC coordinates for a fee</li> <li>Partnerships with local business – to provide services such as commercial composting, worm farming, consultancy advice and insight (e.g. providing advice on sustainable methods for shopfront retrofitting).</li> </ul>	<ul style="list-style-type: none"> <li>Requires careful selection of partners to ensure alignment with GLC’s strategic framework</li> <li>Requires mutually agreed selection and assessment criteria</li> <li>Requires a governance framework that provides guidance, shared directions, transparency and accountability</li> <li>Requires a mutually agreed framework for reporting and monitoring expenditure and outcomes</li> <li>Prudentiality and oversight, examine requirements with reference to organisational skills.</li> </ul>	<ul style="list-style-type: none"> <li>The creation of networks of influence allows for more points of entry to the GLC’s work for primary audiences</li> <li>These networks can also lead to greater community outcomes through cumulative benefits</li> <li>Enhances flexible and strategic responses to emerging needs</li> <li>Partnerships can have a legacy beyond initial projects, leading to future projects and partners</li> <li>Ability to increase available funding by pooling funds</li> </ul>	<ul style="list-style-type: none"> <li>Time and resource intensive to ‘gear up’ partnership arrangements</li> <li>Time and resource requirements to maintain partnerships</li> <li>Potential lack of available and appropriate partners</li> <li>Potential lack of alignment with strategic framework amongst partners</li> <li>Potential dilution of focus</li> <li>Potential that resourcing of activities, including prudentiality and governance, are not equally shared.</li> </ul>
<p><b>Pooled funding</b></p>	<ul style="list-style-type: none"> <li>Two or more donors jointly finance a programme or action on the basis of commonly agreed objectives and reporting formats.</li> </ul>	<ul style="list-style-type: none"> <li>Pooled funds are traditionally investment mechanisms that assume a monetary return for each investor. Requires the organisation to define a social or collective return that would be valued by investors</li> <li>In this way, it also resembles a donor model, and requires effort to balance donor expectations with organisational objectives</li> <li>May require the establishment of a separate entity to manage the fund</li> <li>Requires full agreement of the parties to the objectives and outcomes of the program/ activities</li> <li>Requires ongoing communication (‘checking in’) regarding intended objectives and outcomes</li> <li>Generally used for short-medium term programs.</li> </ul>	<ul style="list-style-type: none"> <li>Creates a larger funding envelope</li> <li>Focuses effort on shared and agreed outcomes</li> <li>Can drive improved governance procedures</li> <li>Can simplify application and reporting procedures</li> <li>Can lead to a reduction in administrative costs, due to shared resourcing</li> <li>Can enhance funding coordination by driving funds to an agreed pool</li> <li>Can enhance predictability of funds.</li> </ul>	<ul style="list-style-type: none"> <li>High initial transaction costs in management, maintenance, oversight and accountability</li> <li>Risks loss of diversity and flexibility in funding sources; can lead to over-reliance on single source</li> <li>Risks less total funding i.e. donors may save money by pooling funds</li> <li>Strong need to balance donor expectations and organisational objectives.</li> </ul>

FUNDING TYPE	POTENTIAL REVENUE STREAMS	KEY CONSIDERATIONS	STRENGTHS	WEAKNESSES
<p><b>Crowd sourced funding</b></p>	<ul style="list-style-type: none"> <li>Online platforms that allow donors to fund projects of their choosing</li> <li>A growing opportunity, with more than 30-40 platforms operating in Australia-New Zealand</li> <li>A number of platforms are specifically aimed at social enterprises, not-for-profits and community organisations (e.g. Chuffed and Startsomegood)</li> <li>Each platform has different cost arrangements for the fund raiser.</li> </ul>	<ul style="list-style-type: none"> <li>Requires a strong communications campaign and social media presence</li> <li>Requires clear centralised framework of strategic goals and priorities, that crowd-source funders opt in to</li> <li>Requires campaigns that tap in to community interests and trends</li> <li>Particularly effective when combined with other funding channels.</li> </ul> <p>Research shows that crowd-sourced funding peaks later in the cycle. A large donor take-up is common early (through a network of 'core influencers'), followed by a ripples effect into other networks, with funding uptake increasing over time (creating a 'J curve'). The key to this success is engaging with the social media influencers (bloggers, tweeters etc) early, before you need them, to encourage the funding effort (Papworth, L. 2012, 'Crowdsourced Funding: How to ask for \$75K but get \$1.5million').</p>	<ul style="list-style-type: none"> <li>Diversified funding base</li> <li>Low cost to entry</li> <li>Efficient and quickly mobilised funding mechanisms</li> <li>High visibility and can be used to leverage social media presence.</li> </ul>	<ul style="list-style-type: none"> <li>Needs a clear understanding of potential funding pool – most platforms have a fundraising ceiling</li> <li>Requires depth understanding of funder drivers and motivators</li> <li>Lack of certainty – funding may be withdrawn with little or no accountability; or funding target may not be met.</li> </ul>



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Appendix C

**Service model case studies**

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## CASE STUDIES: SERVICE MODEL OPTIONS

Table 3 provides examines three service model case studies in the sustainability sector. It examines the key components of the service model employed and key implications for the GLC to consider in pursuing a revised service model.



TABLE 3: SERVICE MODEL CASE STUDIES

DESCRIPTION	KEY COMPONENTS
<p><b>Case study: Coal Loader Sustainability Hub North Sydney, NSW, Australia</b></p> <p>Opened in 2011 as a regional community resource, to enable hands-on learning about sustainability in everyday life.</p> <p>Located in Waverton in North Sydney local government area (LGA) on a 2.3 hectare (ha) ex-industrial site.</p> <p>An evaluation of the Hub over its first 15 months of operation indicated that site attracted 21,000 people.</p> <p>The Hub's features include:</p> <ul style="list-style-type: none"> <li>▪ A sustainability centre: includes information displays, resource rooms, and meeting facilities</li> <li>▪ Community garden, nursery and Aboriginal Bush Foods Garden</li> <li>▪ Foreshore Parklands</li> <li>▪ Studio space</li> <li>▪ Café.</li> </ul>	<p><b>Service model: Broker / Referrer / Provider</b></p> <p><b>Organisation and management</b> Operated by a Centre Co-coordinator, supported by a Bushcare Nursery Coordinator and Council officers from the Environmental Services Department.</p> <p><b>Funding</b> In November 2012, the total funding to the centre was \$1.87million grant from the Australian Government, \$860,000 from the NSW Government, and \$3 million from North Sydney Council (for capital works).</p> <p>The centre also receives funding from the Office of Environment and Heritage (OEH) for a three-year, full time coordinator.</p> <p><b>Education programs</b> Offered through brokerage and direct provision. The majority are free of charge.</p> <p>Provision of space for existing community groups to conduct their own environmental education programs.</p> <p><b>Volunteering</b> Opportunities are provided by direct provision and partnering with existing local bush care groups who can access the Coal Loader gardens.</p>



<p><b>Case study: Centre for Education and Research in Environmental Strategies (CERES) Community Environment Park</b>  <b>East Brunswick, Victoria, Australia</b></p>	<p><b>Service model: Provider</b></p>
<p>The centre has been operating for over 30 years, to directly provide sustainability education and services.</p> <p>The centre occupies 4.5 hectares of land in inner-city Melbourne.</p> <p>Attracts 350,000 visitors to the centre each year, and a further 200,000 people are engaged through the centres outreach work (e.g. Sustainable Schools program).</p> <p>CERES' features include:</p> <ul style="list-style-type: none"> <li>▪ Permaculture and Bushfood Nursery</li> <li>▪ Organic market, shop and café</li> <li>▪ Food farm</li> <li>▪ Multi-purpose "Van Raay Centre" with 4 meeting rooms</li> <li>▪ Learning centre for meditation groups, yoga classes, and workshops</li> <li>▪ Community kitchen</li> <li>▪ Multicultural classroom</li> <li>▪ Village green.</li> </ul> <p>CERES' activities are focused in five areas:</p> <ul style="list-style-type: none"> <li>▪ Enterprises – which includes organic markets and cafe, permaculture nursery, and fair food organics delivery</li> <li>▪ Farm and food – organic farm, propagation, community kitchen</li> <li>▪ Education and training – Sustainability Education Outreach and group training</li> <li>▪ Habitat – site management, green technology</li> <li>▪ Governance – running of CERES.</li> </ul>	<p><b>Organisation and management</b></p> <p>CERES is an incorporated not-for-profit organisation. It is governed by a Board of Management elected annually at an AGM. There are 12 dedicated board members.</p> <p>Management model – recent shift from a shared executive management model of 3 team leaders, to a single CEO.</p> <p><b>Funding</b></p> <p>The centre has a number of funding streams including:</p> <ul style="list-style-type: none"> <li>▪ Onsite retail – including the shop, café, market</li> <li>▪ Rental – Hiring of the halls or other facilities</li> <li>▪ Education programs – fees generated through organisations and individuals signing up to take part in the education programs</li> <li>▪ Membership – there are a range of different membership options for the centre</li> <li>▪ Donations – people can make donations through the website</li> </ul> <p>In 2012 the centre reported a surplus of \$2,465,288, annual revenue of \$8,155,322 and annual expenses of \$3,070,252.</p> <p><b>Education programs</b></p> <p>CERES' education program is centred on experiential learning and real life applications, across three types of programs:</p> <ul style="list-style-type: none"> <li>▪ Adult education – as a Registered Training Organisation (RTO) the centre can offer a number of Vocational Education and Training (VET) programs. This includes training sessions, workshops, and short courses which are tailored to needs. It also includes a young adult disability program. Workshops can cost up to \$240, however some are provided free of charge.</li> <li>▪ Excursions and site tours – schools or organisations can book into undertake excursions and tours, and select a relevant sustainability theme, and be guided by trained educators. Excursions may be in the form of a tour or workshop.</li> <li>▪ Sustainability Education Outreach Group – specialist educators visiting schools across Victoria, providing an accredited program. This also includes a 4-hr workshop series.</li> </ul>

	<p><b>Volunteering</b></p> <p>Volunteering opportunities include corporate volunteers, site maintenance (buildings, infrastructure, energy and water) Disability Plan volunteers, and gardening volunteers.</p>
<p><b>Case Study: Albion Community House EcoLiving Centre Albion, Victoria, Australia</b></p> <p>The Centre was launched in June 2013 as a meeting place, learning space and practical workshop for the community to promote and learn about environmentally sustainable living.</p> <p>The Centre is a retrofitted 1920s Californian bungalow incorporating sustainability features, as a demonstration project.</p>	<p><b>Service Model: Broker / Provider</b></p> <p><b>Organisation and management</b></p> <p>The Centre is a partnership between Brimbank City Council and Victoria University.</p> <p>Council is responsible for the day to day management of the facility, ongoing maintenance and running costs. Council also staffs the Centre with its own employees.</p> <p>Victoria University is responsible for the development and delivery of educational programs.</p> <p>As part of the funding agreement with Sustainability Victoria, a Community Advisory Group (CAG) is currently being formed following an advertised Expression of Interest (EOI) process. The CAG plays an advisory role to Council and a linkage role to the broader community; it does not have decision-making powers. The CAG will comprise up to 12 members, both individuals and representatives of an organisation with strong interests in sustainability initiatives. The CAG will meet on a quarterly basis and be chaired by a Council representative.</p> <p><b>Funding</b></p> <p>The Victorian Government's Sustainability Fund has provided \$300,000 towards the retrofit of the centre and community education.</p> <p>Brimbank City Council is responsible for financing running costs, and any administrative costs relating to the day-to-day management of the Centre.</p> <p>In-kind investment from Victoria University.</p> <p>In-kind and seed investment from City West Water and local community groups (listed above).</p> <p><b>Education programs</b></p> <p>Are provided through the partnership with Victoria University's Sustainability Learning and Behavioural Change Program.</p> <p><b>Volunteering</b></p> <p>While no information regarding volunteering arrangements for the Centre has been identified, it is understood that pre-apprenticeship students assisted in the renovations and building associated with the project.</p>





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## SYDNEY

Level 23, Darling Park Tower 2  
201 Sussex Street  
Sydney, NSW 2000  
t 02 8233 9900  
f 02 8233 9966

## MELBOURNE

Level 12, 120 Collins Street  
Melbourne, VIC 3000  
t 03 8663 4888  
f 03 8663 4999

## BRISBANE

Level 7, 123 Albert Street  
Brisbane, QLD 4000  
t 07 3007 3800  
f 07 3007 3811

## PERTH

Level 1, 55 St Georges Terrace  
Perth, WA 6000  
t 08 9346 0500  
f 08 9221 1779

Australia • Asia • Middle East  
[urbis.com.au](http://urbis.com.au)  
[info@urbis.com.au](mailto:info@urbis.com.au)

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# GREEN LIVING CENTRE FUTURE PLAN 2014-2019

Stakeholder Interviews Top-line Summary





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## URBIS STAFF RESPONSIBLE FOR THIS REPORT WERE:

Associate Director	Dianne Knott
Senior Consultant	Daniel Collins
Consultant	Sidonie Roberts
Job Code	SPP10713
Report Number	Final

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## 1 Introduction

### 1.1 BACKGROUND

Urbis has been commissioned by Marrickville Council and the City of Sydney to develop the Green Living Centre Future Plan 2014-2019. The objective of the Future Plan is to clarify a vision for the Green Living Centre (GLC) that meets the strategic goals of its partner Councils – Marrickville Council and the City of Sydney – and recommends future directions for a place-based sustainability hub. A key underpinning of these objectives will be to generate maximum community action to contribute to a sustainable, urban environment.

The Future Plan should:

- Highlight and draw on the past successes of the GLC and maintain what works about the organisation, whilst identifying areas to reorient activities
- Be based on evidence on best practice approaches to place-based community education
- Be aligned with the partner Councils' strategic direction for sustainability policy and programs.

### 1.2 STAKEHOLDER INTERVIEWS

In order to inform the development of the Future Plan, Urbis has undertaken a series of in-depth semi-structured interviews with key stakeholders. The purpose of these interviews was to gain an understanding of key success factors, opportunities and barriers to success, a future vision, role and key actions for the GLC that are consistent with the requirements of the partner Councils and the direction of the sustainability sector. Interviewees were also asked to identify potential funding sources for the GLC that could supplement the funding received from the partner Councils.

A range of stakeholders were identified including internal staff involved in operation and management of the centre, ex-staff with a working knowledge of the centre; and external stakeholders with a knowledge of the wider sustainability sector, including GLC volunteers, representatives other sustainability organisations; and potential partners, including funding partners.

Stakeholders were contacted initially by Marrickville Council and provided with an overview of the aims of the project and the structure of the interviews.

The interviews were undertaken by Urbis between 16 September and 11 October 2013. Urbis conducted interviews with 20 stakeholders in total. At the commencement of the interviews, stakeholders were informed that their comments would be compiled into a report, however their comments would not be attributed to them and they would not be named or identified in the reporting. Five of the interviews were conducted face-to-face with the remainder undertaken by telephone. The interviews lasted approximately 45 minutes. The discussion guide used to inform the stakeholder interviews is presented in Appendix A. The stakeholders interviewed are identified in Table 1 overleaf.

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TABLE 1: STAKEHOLDERS INTERVIEWED

NAME	POSITION	ORGANISATION
Ms Pilar Angor	Casual Staff Member, Facilitator And Volunteer	Green Living Centre
Mr Tom Belsham	Manager, Sustainability Programs	City Of Sydney
Ms Mithra Cox	Senior Environment Officer	Green Living Centre
Ms Melinda Dewsnap	Sustainability Engagement Coordinator	City Of Sydney
Mr Peter Dixon	Manager Environmental Funding Programs	NSW Office Of Environment And Heritage
Mr Jim Fraser	Acting Manager, Environmental Services	Marrickville Council
Mr Brad Gray	Head Of Campaigns	Planet Ark
Ms Kate Harris	CEO	Centre For Sustainability Leadership
Ms Sally Hill	Sustainable Ways Of Living, Creating And Doing Business	Sustahood
Ms Kalina Koloff	Member Of The Green Living Centre Reference Committee And Former Program Manager	Current: NSW Office Of Environment And Heritage
Ms Jess Miller	Convenor	Grow It Local/ Republic Of Everyone
Ms Megan Morse	Former Senior Environment Officer, Education	Green Living Centre
Ms Dianne Moy	Program Manager	Green Living Centre
Ms Jan Orton	Former Manager Environmental Services	Marrickville Council
Ms Maree Pagano	Coordinator	Newtown Precinct Business Association
Ms Maaike Pullar	Former Staff Member, Green Living Centre	Current: Local Connections
Ms Maria Rickert	Senior Team Leader, Sustainable Communities (Regional Operations Group)	NSW Office Of Environment And Heritage
Mr Andrew Ridge	City Farm Program Manager	City Of Sydney
Professor Stuart White	Director	Institute for Sustainable Futures, University of Technology Sydney
Ms Ariane Wicks	Member Of Reference Committee And Volunteer	Green Living Centre

## 1.3 THIS REPORT

This report provides a summary of the key findings from the stakeholder interviews. The report summarises key themes emerging from the interviews – it does not seek to report on each topic discussed, but identifies the major themes which were apparent across all stakeholder interviews. The major themes identified by interviewees were:

- The need to maintain the GLC’s core function of maximising community engagement on sustainability issues, whilst addressing barriers to this function
- To increase the flexibility, innovation and responsiveness of the centre in order to respond to the changing sustainability sector and changing needs and aspirations in the community
- To ensure strategic alignment between the GLC’s activities and those of the partner Councils.

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These key themes, along with opportunities and barriers to their realisation are summarised in Table 2 below.

TABLE 2 – KEY FINDINGS

	MAXIMISING COMMUNITY ENGAGEMENT	FLEXIBILITY, INNOVATION AND RESPONSIVENESS	STRATEGIC ALIGNMENT
<b>KEY CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>Continue to be open to all members of the community</li> <li>Ensure relevance to community need and local context</li> <li>Be part of the culture and identity of the local community</li> </ul>	<ul style="list-style-type: none"> <li>Flexible – to take on new opportunities</li> <li>Innovative – Trailing new approaches</li> <li>Responsive – to community need and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Clear vision and purpose</li> <li>Clear targets strategically aligned with Council strategies</li> <li>Clear strategy and focus of activity</li> </ul>
<b>KEY OPPORTUNITIES FOR REALISATION</b>	<ul style="list-style-type: none"> <li>Activation of the shopfront</li> <li>Promotion and communication, in particular web-based and social media</li> <li>Partner with key organisations, in particular local businesses, the two neighbouring universities and TAFE</li> </ul>	<ul style="list-style-type: none"> <li>Consider adopting a “brokerage” model, rather than direct service delivery. In practice this would involve e.g. partnering on workshops that are already being delivered in the community rather than direct delivery in competition with other providers; acting as an information and referral hub</li> <li>Volunteering –leveraging volunteering capacity and funding opportunities, e.g. through the two neighbouring universities and TAFE</li> </ul>	<ul style="list-style-type: none"> <li>Potential for greater autonomy through a “devolved” management structure</li> <li>Realignment of program activities and areas for focus, in line with the “brokerage” model</li> </ul>
<b>KEY BARRIERS TO REALISATION</b>	<ul style="list-style-type: none"> <li>Lack of flexibility in current staffing and resourcing model</li> <li>Some confusion on roles and responsibilities (GLC and associated Councils’ staff)</li> <li>Some limitations in the current brand image and perception</li> </ul>	<ul style="list-style-type: none"> <li>Lack of flexibility in current staffing and resourcing model</li> <li>Significant focus on resource-intensive activities (e.g. delivery of workshops)</li> <li>Complex and multi-party review and approval processes e.g. for promotional activities</li> <li>Complex governance environment</li> </ul>	<ul style="list-style-type: none"> <li>Differing priorities for the GLC between the partner Councils</li> <li>Lack of alignment between major GLC activities and partner Councils’ key sustainability policies, plans, strategies and targets</li> <li>Complex governance environment</li> </ul>

## 2 KEY FINDINGS

This section of the report provides further detail on the key findings identified through the research process.

### Maximising Community Engagement

#### 2.1 CONSIDERATIONS

Nearly all stakeholders interviewed suggested that in order for a place-based sustainability program to be successful it must maximise community engagement and participation by being open to everyone no matter what their level of experience, respond to the needs of the community and unique challenges of the location, and be embedded in the culture and identity of the area.

##### 2.1.1 OPEN TO EVERYONE

The majority of stakeholders interviewed suggested that programs should have a broad appeal to the whole community, not just an engaged or interested few – everyone should feel welcome and able to take part. Stakeholders suggested that a key aim of sustainability programs should be to break down the barriers to participation and support the largest number of people to engage in behaviour change activities.

When asked to vision what success for the GLC would look like over the next five years, the following statements were made:

*“The GLC [would have] mass appeal ... it [would] appeal to the broadest range of people ... and have low barriers of entry to adopt the behaviour and clear guides on what the behaviour is.”*

*“[The GLC would] be a go to point for residents ... It [would be] a resource for everyone.”*

*“People who have never been engaged [would] feel welcome ... from beginner to expert.”*

##### 2.1.2 RELEVANT TO COMMUNITY NEEDS, IDENTITY AND LOCATIONAL CONTEXT

Stakeholders identified the need for programs to respond to the changing demographics and needs of the local community. Stakeholders described the community in Newtown as “progressive”, “active”, and “alternative” and suggested that they are well placed to engage with innovative and active sustainability programs. Also stakeholders identified a range of trends in the Newtown community which can inform the future direction of the Centre. These changes include a growing number of young families moving to the area; a large proportion of time-poor young workers in the area, most of whom work in the city; people leading “alternative” lifestyles who are interested in innovative programs; transient residents in rented accommodation; and older residents who are established in the area, who are often from culturally and linguistically diverse (CALD) backgrounds.

Stakeholders suggested that in order to engage with such a diverse and changing community, programs should have wide scale appeal and be adapted to different areas of need. For example this may require digital engagement with time poor residents; opening hours which respond to community activity; programs which respond to the unique challenges for families or elderly; and programs which engage people in activities which have a tangible outcome.

Again, when asked to vision what success for the GLC would look like over the next five years, the following statements were made:

*“The Centre [would] reflect what the community wants and needs.”*

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*“The Centre [would] engage with the community regarding barriers, and then help them overcome the barriers... it [would] look at the Newtown community and have a clear rationale for action ... and what it does for the community.”*

*“[The Centre would reflect the] surrounding community. [It would be] social, outgoing, sustainable, progressive and interested.”*

*“The Centre [would] be pro-active ... [it would] engage in a meaningful way – [it would] take a place-making approach.”*

## 2.2 OPPORTUNITIES

Stakeholders identified a range of opportunities which the GLC currently provides, and areas where the centre could improve its offer in terms of maximising community engagement. Nearly all stakeholders suggested that the shopfront is the key unique feature of the centre and suggested that more could be done to activate this space. Stakeholders also suggested that greater promotion and communication of the centre – in particular through a standalone website and social media strategy – would assist in maximising community engagement.

### 2.2.1 ACTIVATING THE SHOPFRONT

Stakeholders identified that the physical presence of the centre on a busy high street, creates huge potential to maximise community engagement in sustainable living. Stakeholders identified the value of the centre in terms of providing “face-to-face” interaction, a forum for community gathering and discussion, and ability to disseminate information. Some stakeholders also identified the

*“Because of that shopfront space, the GLC has the capacity to engage with the community on a level which Council is not able to.”*

*“Anyone can walk in off the street ... you can't just walk into a council office.”*

*“There are few forums that community and councils can engage together – the GLC is this forum – and can engage as equals with council and community... this pays back ... [it helps] residents feel better about engaging with Council on other issues.”*

However stakeholders suggested that the space could be more engaging and activated. Stakeholders provided a range of suggestions to activate the space including opening at relevant times and days; providing digital displays and external displays; QR code scanning; free give away; handing out flyers; leaving the centres door open; providing comfortable and relaxing seating; free WIFI; more engaging displays and materials; daily group meetings or discussion times for people to meet; improved library resources. Stakeholders also suggested that the centre could rent out its space, or offer this for free, to allow community groups to meet and discuss sustainability issues.

*“It needs to be a 21<sup>st</sup> Century connecting point for green living in the community.”*

*“What can you do with a shopfront? Hold physical information ... bring people together ... allow drop-ins.”*

*“It's hard to work Council hours when the community functions out of hours. It is a shopfront on King Street that is closed most of the times the other shops are open.”*

*“The Centre needs to be open the hours that the community are on King Street... what's the point having it on the main street if it's not open at the right times?”*

*“I think people should know about it and consider it as the place to go to get the information they need. This could be walking up to the Centre or getting on your smartphones and checking what's on – you have a giant shopfront with a giant board, you should be using that visible frontage with QR codes that when scanned take people to the GLC website for more information . Duplicating the shopfront space in a virtual space is critical. I know that it's difficult for the Centre to be open on Sundays [due to staffing costs]*



*but this could address that issue. You could also get strong metrics on how many people walked past, didn't come in but accessed you online."*

## 2.2.2 PROMOTION AND COMMUNICATION

Stakeholders suggested the centre could operate a regular, annual, event which is recognised as an intuitive of the centre and engages the community. Stakeholders suggested this may be a community survey focused on demographic change or sustainable behaviour, or a community activity event.

Also stakeholders suggested that the centre should respond to the reasons people access King Street, and consider partnering with local businesses including pubs and bars to maximise engagement in these familiar settings.

*"The Centre needs to shout a little louder on the high street ... it could have flowers out the front."*

*"Other groups can use the space, allowing for community input and ownership."*

*"The Centre needs to communicate back to everyone, this is what we are doing. "The Centre needs a communication plan for marketing and community and industry consultation."*

## 2.2.3 PARTNERSHIPS

A majority of stakeholders identified significant potential for the GLC to strengthen partnerships with a range of stakeholders. They saw this as a way to maximise its impact on behaviour change in the community, and to support innovative and new projects.

Stakeholders identified a range of partners which the GLC could commence or continue to work with. These organisations included:

- **Council facilities and programs** – Newtown Precinct Business Alliance (NPBA), the new City of Sydney City Farm, Newtown Community Markets, Newtown Neighbourhood Centre, Newtown Library, City of Sydney Green Villages program, and Marrickville Council Environmental Awards for Business and Organisations
- **Community groups and sustainability organisations** – Real food people, Sustahood, Planet Ark, Grow it local, Republic of Everyone, Climate Action Newtown
- **Businesses** – Many of the cafes, bars, pubs, restaurants, and retailers present along the mainstreet such as the Dendy cinemas
- **Other organisations** – University of Sydney, University of Technology, and University of New South Wales, Sydney Institute of Technology (TAFE) as well as other local education institutions
- **Local residents** – Stakeholders suggested that many locals are knowledgeable, engaged, active, and willing to volunteer to support the GLC, and disseminate information about their own sustainability initiatives.

*"The GLC could partner with other organisations, rather than duplicate activity."*

*"The Centre could be a place for more intensive interaction and collaboration. It could work with existing community groups at a greater level to have a collaborative response."*

*"The GLC could use existing structures to engage with businesses ... in particular working with the Newtown Precinct Business Association."*

## 2.3 BARRIERS

Stakeholders identified a number of barriers to maximising engagement with the community including the staffing resources, the branding and perceptions of the centre, and competition from other programs.

### 2.3.1 SEPARATION OF SHOPFRONT AND OFFICE FUNCTIONS

Stakeholders suggested that in order to maximise the potential of the shopfront and create an engaging atmosphere, the GLC should consider separating the shopfront and office functions. This suggestion also went to creating a delineation between staff with the “front of house” and office role. Urbis understands that there are limitations to the number of paid staff that can be supported by the GLC and staffing costs associated with opening during evenings and weekends. Urbis also understands that separating staffing roles was trailed but was found to be a less flexible model of staffing, due to the competing demands of the shopfront and office workloads.

*“The Centre should not be a workplace ... it’s a meeting place.”*

*“There is a battle between the shopfront and programs. You have people who know things about sustainability every day available to the community, but at the same time trying to pull together programs.”*

### 2.3.2 BRANDING AND PERCEPTION

A number of stakeholders suggested that the branding of the centre was also a barrier to engagement. Stakeholders suggested that terminology including the words “Green” and “Sustainable” can have negative connotations with the community of difficult and inaccessible concepts which require a great effort or major lifestyle change on their part.

Some stakeholders also suggested that the community may have preconceived perceptions of the Centre which need to be overcome to support greater engagement. Those stakeholders suggested that people may feel isolated from the Centre, that the Centre is for certain groups only, and that the Centre would provide them with limited useful information and services. In order to tackle this issue stakeholders suggested that the Centre needs to improve its promotion of services, activities and projects to the community.

Suggestions included an improved shopfront, greater role in community groups and partnership with local businesses, online platforms, or by developing – or brokering access to – programs which have a broader appeal across the community. In particular, the majority of stakeholders suggested that a greater online presence was needed for the Centre to act as a hub of activity, promote its programs and be easily accessible to residents. They saw an improved digital presence and engagement through a new website and social media platforms as a supplement, not a replacement to, face-to-face engagement.

*“The centre is seen as ‘hippy’ a bit ‘arts and crafts’ type.”*

### 2.3.3 COMPETITION

Stakeholders suggested that the centre faces competition on a number of fronts. The Centre’s programs often compete with others run at a community-level. Many stakeholders suggested that workshops are now being run by a number of different organisations and rather than duplicate these programs the Centre should consider other models of place-based education.

*“People are busy, they have other priorities, groups, initiatives and clubs to attend.”*

*“It might be better for the GLC to be a hub to connect members of the community to workshops that are going on out there, for example all of the ‘grow it local’ movement or urban bee-keeping or organic brewing. Things like that are already happening and there is no point in the GLOC duplicating that work.”*

Another suggestion was that the GLC focus on running a reduced range of activities every year and focus its promotion on a particular “theme” for each year e.g. energy efficiency or organic gardening.

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*“The community’s perception of the value and level of investment in the [GLC’s] projects is important. [The GLC’s programs] need to be properly resourced to get people in. If every year the [GLC] focused on a specific topic to cover that would be good. Given all of the other programs out there, it would have to be something different done really well.”*

## Flexible, innovative and responsive

### 2.4 CONSIDERATIONS

Stakeholders suggested that in order for a place-based sustainability program to be successful it must be flexible, innovative and responsive. Stakeholders suggested that the sustainability sector is constantly evolving with new innovations and practices and therefore any sustainability program should be able to respond to these changes by innovating and being open to new ideas. Stakeholders suggest that programs should push the boundaries and trial new approaches.

*“The Centre could be a bit like a sponge and soak up the good ideas in the community. Innovation happens by these people.”*

*“The Centre could be a hub ... but it also needs to go out. It could do outreach work with big business in the city. The city is crying out for this and it leads to corporate sponsorship.”*

*“The GLC needs flexibility to try new things. Without trying and failing the program will get left behind. The community is moving and changing and without this it will fail.”*

### 2.5 OPPORTUNITIES

Stakeholders identified a range of opportunities for the GLC to be more innovative and flexible and broaden its influence and impact on behaviour change in the local community. Stakeholders felt that this shift was aligned with current thinking in the sustainability sector. Suggestions included a shifting focus for the Centre away from education based programs to trialing more innovative programs, and leveraging the success and innovations of other programs.

#### 2.5.1 TRIALING INNOVATIVE PROGRAMS

Stakeholders suggested that the centre should be given the freedom to trial innovative new programs, and be allowed to fail, providing that the programs are aligned with Councils objectives, and that key lessons are learnt and disseminated to support better understanding.

Stakeholder suggested that this may be programs other than the current workshop program.

*“The Centre should be a leader in trying innovative practice ... a case study for others ... trialling and disseminating information.”*

*“The Centre needs the flexibility to run programs that can fail.”*

*“Centre should focus on broader opportunities than just workshops.”*

#### 2.5.2 SUPPORT OTHER PROGRAMS

Stakeholders suggested that the centre should focus on supporting and building on the good work which already occurs in the area. Many stakeholders described the potential for the centre to operate through a “brokerage” model whereby the centre identifies, promotes and supports other groups and organisations who are conducting innovative sustainability programs, and to disseminate information about these organisations and maximise engagement. They felt that this model would move away from the traditional sustainability education model to more of a “brokerage” model which builds on the existing assets in the area and acts as a leader in demonstrating and trialing sustainable practices.

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*"[The GLC] is already working with local businesses to provide advice on sustainability issues, in particular through the composting program for local businesses. [There is an opportunity] to better understand the mix of retail premises on King Street – even down part of Enmore Road – and work more effectively with them. For example, [the GLC could work with] local pubs offering craft beers, and encourage them to serve organic beers; or put an organic honey supplier in touch with local restaurants; or advise a local clothing retail outlet on where the cotton it stocks comes from; or give away seasonal pot plants to street holders. You've got great connections as a fellow trader – businesses will look at the GLC and say 'yeah, you work the strip too'."*

*"The GLC could be an umbrella for other local groups – connecting and creating relationships between them and members of the community."*

*"[There is an opportunity to] genuinely collaborate with local groups to work with them to support programs to come to life ... fingers in the local networks."*

*"Other groups can use the space. This would build community input and ownership [of the GLC]."*

*"[GLC] expertise could be drawn into other projects such as City Farm. The GLC shouldn't be isolated from this."*

*"There needs to be meaningful collaborations with local groups, for volunteering and events."*

*"The centre could have a community focused, collaborative response to adoption [of sustainable behaviours]. [It could] support skills sharing and community building. Existing organic groups don't use the centre, there is no presence. [the GLC] could be a place for interaction, collaboration and work with existing community groups at a greater level to have a collaborative response."*

*"[the centre could] leverage events, work with people already in business and raise profile."*

## 2.5.3 VOLUNTEERING

Stakeholders suggested that the centre has a good reputation which it can build on to develop networks and relationships within the community.

Stakeholders indicated that there is an opportunity for the GLC to build on the capacity of its existing volunteering base and grow this participatory model. Stakeholders suggested that a review of the volunteering program and identification of programs which are appropriate to the skills, training, and expertise of volunteers. Also identification of programs and activities which would provide engaging opportunities for volunteers to be involved in activities which lead to a tangible outcome for the community.

Stakeholders also suggested that partnerships with the University to result in greater volunteering by students and could support the development of innovative and engaging programs. This approach would also create a revenue stream for the Centre, with universities contributing part of students' fees towards the placements.

## 2.6 BARRIERS

### 2.6.1 RESOURCING MODEL

The current resourcing model was identified as a key barrier to realising a more flexible, innovative and response approach to operations. Impacts identified by the current resourcing model included:

- Inability to respond to opportunities arising – a significant number of stakeholders identified that the current resourcing and service model, with a heavy focus on direct-delivery of workshops means that the centre is not able to respond to opportunities which arise. These opportunities include

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partnerships with local businesses and community groups and participation in events such as local festivals and cultural activities

- Dual role – Staff must provide shopfront services and engagement with the community, while also preparing and coordinating programs which form part of the GLC’s key performance indicators (KPI’s) which it must report to the partner Councils
- Impacts on Centre opening – Health and Safety requirements stipulate the Centre is required to have at least two members of staff at the site for the shopfront to open. This makes the Centre susceptible to closures if one member is ill or absent. It was noted that Marrickville Council provides emergency staff cover at these times
- Resource capacity – The Centre has a current budget allocation for 3 full time equivalent (FTE) staff. The Centre has current staffing of 2 FTE and is currently in final stages of recruiting 2 FTE staff to cover 0.5 FTE maternity leave cover. Some stakeholders suggested that for additional staff would assist the Centre to operate in a more flexible and innovative way, other stakeholders felt that greater innovation could be achieved with the currently allocated staffing number and an increased focus on partnerships
- High staff turnover – it was noted that there has been a high level of staff turnover at the Centre in recent years, further reducing staffing resources and flexibility
- Volunteer staff numbers – Some stakeholders suggested that there was a lack of volunteer staff suitable to provide cover for full time staff members.

*“The shopfront is great, but it is also a barrier because it means [the Centre] can’t go out into the community.”*

*“The Centre does all its own communications, admin, internal mail etc. Other sections in Council take this for granted ... but on top of this ... it has to do creative and innovative projects.”*

*“You have people who know things about sustainability available every day, but they are trying to pull together programs...[There is a need for] someone to put energy into the shopfront. You can’t have three people doing shopfront and three doing research ... there may not be a full time role there [in the shopfront].”*

*“With three staff it’s hard, holidays, and unforeseen circumstances [impact resources].”*

*“The drag is recruitment systems, reports, shortlists, physically having people going to Council.”*

## Strategic Alignment

### 2.7 CONSIDERATIONS

Stakeholders suggested that in order for a place-based sustainability program to be successful it must have a clear vision, targets and strategy. Stakeholders acknowledged that alignment with the strategic directions of funding partners (in this case two Councils) was critical to the success of small, place-based initiatives like the GLC. In order to achieve this alignment, stakeholders suggested that centres like the GLC should focus on the development of a clear:

- **Vision** – a vision which outlines what the program is for and what it aims to achieve. This helps to identify a role and purpose for the program and communicates this to the community and funding partners

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- **Target** – programs need to be clearly aligned with the strategic targets for funding partners and should deliver outcomes which are measurable and demonstrate progress towards achieving these targets
- **Strategy** – a strategy which describes a delivery model and principles for operation which will support the program and enable outcomes to be achieved and monitored.

A large number of the stakeholders interviewed identified an opportunity to “re-position” or “re-focus” the GLC, and suggested that these three elements were a key consideration for all place-based suitability programs.

*“Programs need to be targeted... tackle one issue ... from multiple ways.”*

*“The MoU [Memorandum of Understanding] could set the agenda, the nature of the business”*

*“[The GLC could have] more direction from Council [to give] a target area to work towards, a focus or theme to work towards”*

*“The purpose and activity [of the GLC] is unclear. The purpose is around education and awareness, but not clear about how this translates to action.”*

*“The GLC can’t be across everything [in sustainability] and needs to focus. Education is not an outcome, reduction in environmental footprint is.”*

## 2.8 OPPORTUNITIES

### 2.8.1 STREAMLINE WORKING WITH COUNCILS

Stakeholders noted the difficulties in operating a remote service model like the GLC. They identified that the GLC’s remote location from the partner Councils can restrict collaboration between Centre and Council staff and result in missed opportunities for joint working and greater linkages with broader Council policies and programs. It was noted that the GLC Program Manager reports directly to Marrickville Council’s Acting Manager Environmental Services and attends Marrickville Council team meetings. Opportunities to strengthen connections with staff at the City of Sydney were mentioned by a number of stakeholders.

Stakeholders suggested a range of opportunities to improve integration between staff from the GLC and the partner Councils. Suggestions included rotation of staff between the Centre and Council offices, site visits to the GLC, and meetings held via Skype rather than by phone, and Councillors visits to the Centre, and hosting of Council events at the Centre.

Opportunities for improved cross-promotion of the GLC’s activities in Council’s communications materials – website, newsletters, flyers, reports or case studies – were also identified. Improved cross-promotion was seen as a way to demonstrate Council’s support for the Centre’s activities and improve alignment with the programs run by the partner Councils. It was noted that, at times, Council communications materials were produced for activities strongly aligned with the GLC, which did not reference the activities of the GLC.

*“The GLC should be front of mind for both Councils.”*

*“The Councils should view the GLC as a place to trial projects.”*

*“The Centre does all its own communications, admin, internal mail etc. Other sections in Council take this for granted ... but on top of this ... it has to do creative and innovative projects.”*

*“The Councils seem to appreciate it (the Centre) but ... it’s not embedded in their teams ... If (it is) going to be separate it would be better for complete autonomy rather than having all of the bureaucracy which goes with Council.”*

## 2.8.2 REALIGNMENT OF THE CENTRE

Stakeholders suggested that the partner Councils' priorities are shifting, away from education and towards action. They felt that, for the Centre to remain relevant and valued by the partner Councils, it should realign its activities to support the Councils' changing strategic directions.

*"There is a need to clarify a role for the centre and identify how it differs from other Council programs"*

*"Should not just focus on energy needs, needs focus on water and waste also ... reducing the overall environmental footprint"*

*"The centre needs to be valued by partner councils. You have to dig around their website to find information on it ... it gets buried away and it's a reflection of how it's valued ... it's not valued as a go-to resource for Council."*

*"The Councils should celebrate to what [the Centre] is doing ... they should invite Councillors to the launch of new programs or activities... [there is a need to] constantly demonstrate [that the Centre is] worthwhile."*

*"The purpose of the centre seems unclear ... there is a focus around education and awareness but how does this translate to action?"*

## 2.9 BARRIERS

### 2.9.1 DIFFERING COUNCIL PRIORITIES

Stakeholders suggested that a key barrier for the centre is differing priorities and concepts of the role, purpose, objective and core activities for the GLC. They stated that this manifests in sometimes competing approaches and KPIs to track the Centre's progress.

Stakeholders suggested that a lack of clarity on the Centre's role has resulted in it maintaining a "business as usual" approach, rather than take on innovative approaches. They also identified a risk that the Centre may face reduced or lost funding from one or both of the partner Councils, given difficulties in aligning with at times competing objectives of Councils.

A number of stakeholders identified that the development of the Future Plan provides an ideal opportunity to bring Council stakeholders together to identify an agreed vision, targets and strategy for the Centre.

### 2.9.2 GOVERNANCE MODEL

Some stakeholders suggested that the current governance of the Centre places a burden on the ability of the centre to operate and respond to community need. Some stakeholders suggested that greater autonomy from Council would assist the Centre to operate more flexibly and adapt to new and innovative opportunities.

*"The Centre is bogged down by governance, and other Centres do not have this complication"*

*"The Centre is expected to work as a small business ... but gets all the bureaucracy of a Council."*

*"Both Councils take very different approaches ... different philosophies on how its run and operated ... this makes it hard for management to make take action."*

*"The governance arrangements add weight to program management, it does not support programs but adds weight to management"*

## 2.9.3 MEASURING PERFORMANCE (KPIs)

Some stakeholders felt that the current key performance indicators (KPIs) for the GLC are too heavily focused on the direct delivery of activities, namely the workshop program and quantitative data, such as shopfront visits. Stakeholders suggested that KPI's are focused on measuring activity rather than outcomes, and stakeholders indicated that there needs to be a focus on quantitative measures of outcomes associated with environmental footprint for example.

*"It should not be about the numbers, but the quality of engagement."*

*"The current KPIs provide no room for innovation."*

*"The KPI's are not shared. They are focused on one person's activity."*

*"The centre has KPIs, which are a barrier to engagement."*

*"They need enough license to explore and innovate. The KPIs [should not be] about the number, it's the quality."*

*"The KPIs say you need to get [a number of] people into workshops, and run x workshops per year. If you don't do this then it's a problem. Keep pumping them [workshops] out but there is no room for innovation."*

*"The GLC can't be across everything [in sustainability] and needs to focus. Education is not an outcomes, reduction in environmental footprint is."*

*"Should not just focus on energy needs, needs focus on water and waste also ... reducing the overall environmental footprint."*



### 3 Funding

Stakeholders were informed that the GLC is currently fully funded by Marrickville Council and the City of Sydney. Stakeholders were asked about a range of potential supplementary funding sources including paid workshops, shopfront sales, partnerships with local businesses, donations, and grant funding. Stakeholders were asked to comment on the appropriateness of these funding sources for the GLC and what additional sources may be available to support the GLC.

Many stakeholders interviewed acknowledged the need for the GLC to develop additional revenue streams to reduce risks associated with a sole focus on Council funding, increase its autonomy, and support the development and operation of innovative programs. However stakeholders also identified a range of potentially positive and negative outcomes associated with the adoption of supplementary funding sources, with no clearly preferred option for future funding emerging from the interviews.

The following table provides an overview of supplementary funding sources and the strengths and weaknesses of each in relation to the GLC, which were identified by the interviewees.

TABLE 3 – POTENTIAL SOURCES OF ADDITIONAL FUNDING FOR GLC

SOURCE	OPPORTUNITIES	STRENGTHS	WEAKNESSES	SUMMARY
Partnerships	<p>A range of potential opportunities for the Centre to partner with local businesses and organisations were identified by stakeholders, these include:</p> <ul style="list-style-type: none"> <li>▪ Partnerships with local universities – supporting research, or allowing student placements (scholarships)</li> <li>▪ Partnerships with other community-based programs – to share the volunteer resources the GLC coordinates</li> <li>▪ Partnerships with local business – to provide services such as commercial composting, worm farming, consultancy advice and insight (e.g. providing advice on sustainable methods for shopfront retrofitting)</li> </ul>	<ul style="list-style-type: none"> <li>▪ May result in increased volunteers from students/staff</li> <li>▪ May result in work on innovative, wide ranging projects/research</li> <li>▪ Builds on local capacity and interests</li> <li>▪ Raises profile and awareness of the centre</li> </ul>	<ul style="list-style-type: none"> <li>▪ May take time to set up</li> <li>▪ Potential loss of intellectual property when programs conducted in partnership</li> </ul>	<p>However many stakeholders were able to identify a clear partnership which would result in additional funding, and this would have to be investigated further.</p>
State and Federal Grants funding	<p>There are a range of opportunities for grant funding which the GLC may be eligible for, including OEH grants and funding.</p>	<ul style="list-style-type: none"> <li>▪ Provides additional funding while achieving primary objectives of GLC</li> <li>▪ Funding for clearly targeted and appropriate outcomes</li> <li>▪ Improved internal knowledge by leading innovative programs</li> <li>▪ Increases profile and reputation of the centre</li> <li>▪ Significant funds available.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Application process can be time consuming and resource intensive</li> <li>▪ Grants limited to a specific activity or outcome – lack of flexibility</li> <li>▪ Clear outcomes and deliverables must be achieved.</li> </ul>	<p>The GLC was originally established through a grant fund and there is potential for the GLC to receive new grant funding to deliver innovative projects. However the resources required to apply for, and comply with, grant funding requirements are significant and the GLC may need to leverage support from Council Partners to apply for grants.</p> <p>In addition certain grants may provide limited scope to undertake other activities and may lack flexibility. Therefore careful consideration over the type of grants applied for is required.</p>

SOURCE	OPPORTUNITIES	STRENGTHS	WEAKNESSES	SUMMARY
Paid workshops	<p>GLC currently operates free workshops for the community. The workshops provide specialist facilitators which are paid a nominal fee to run the workshop.</p> <p>There is potential for the GLC to coordinate more advanced paid workshops and there are a range of examples similar programs operating across Australia.</p> <p>Opportunities include workshops which may result in a partial/full qualifications or accreditation for the participants; workshops for local businesses which may result in cost savings; workshops for large companies as part of their social responsibility strategy.</p>	<ul style="list-style-type: none"> <li>Provides additional revenue while achieving primary objectives of GLC</li> <li>Increase profile and reputation of the centre</li> <li>Embedding knowledge and experience into the centre</li> <li>May increase participation</li> <li>May result in outreach to other areas, widening the impact of the centres activities</li> </ul>	<ul style="list-style-type: none"> <li>Not inclusive for all residents</li> <li>Requires additional staff resources</li> <li>Requires additional specialists and trained facilitators</li> <li>Requires online portal for bookings</li> <li>Significant competition from other organisations (including local Councils)</li> </ul>	<p>While there may be potential to develop a paid workshop series, which would contribute to the outcomes of the GLC while generating additional revenue, it is suggested that this is a competitive marketplace and other organisations may be better placed to provide these services. This would also require significant staff resources, including acquiring specialist facilitators and development of an advanced web portal.</p> <p>It was suggested by some stakeholders that workshops may not be the best forum to share knowledge and embed sustainable behaviours in the community. Some stakeholders indicated that there is potential for a move away from the existing workshop programs to more innovative approaches.</p>
Shopfront sales	<p>The GLC currently stocks a small range of specialist products for sale in the shopfront, these include worm farms and other resources. Products are sold at cost, not for profit.</p> <p>There is potential for the GLC to stock specialist products for sale at a small profit which would provide revenue to cover the costs associated with staffing the shopfront.</p>	<ul style="list-style-type: none"> <li>Products would support the community lead sustainable lifestyles</li> <li>Provide a small additional revenue</li> <li>Activate the shopfront</li> <li>Provide another reason for people to visit the shopfront</li> </ul>	<ul style="list-style-type: none"> <li>Maybe seen as competition to other retailers</li> <li>Retail sales are not the primary focus of the GLC</li> <li>Limited potential for additional funds</li> <li>Requires additional staff resources and training</li> </ul>	<p>While shopfront sales have the potential to activate the shopfront, and could generate a small profit, this activity may detract from the primary objectives of the GLC.</p> <p>In addition sales would require acquisition of additional stock, and use staff resources to ensure stock is sold. This may also place the GLC in direct competition with other specialist retailers.</p>
Sponsorship/donations	<p>A range of sponsorship opportunities were identified. The majority of these related to business sponsorships. This included sponsorship of the shopfront by a main sponsor in return for a profile in the shopfront or multiple sponsorships from a number of businesses in return for some form of</p>	<ul style="list-style-type: none"> <li>Increases engagement and awareness among local businesses</li> <li>Potential for significant funding streams to support innovative programs</li> <li>Rise profile of the centre in the</li> </ul>	<ul style="list-style-type: none"> <li>Limited resources or in house knowledge of how to set up sponsorships</li> <li>Resource intensive to set up and manage relationships</li> <li>Potential for conflicting agendas and demands from sponsors</li> </ul>	<p>Stakeholders suggested that a sponsorship approach would work well when there is more than one sponsor.</p> <p>One sponsor may result in conflicting agendas and priorities for the centre.</p> <p>Multiple sponsors may require some form of endorsement by the centre, but would</p>

SOURCE	OPPORTUNITIES	STRENGTHS	WEAKNESSES	SUMMARY
	<p>endorsement by the centre.</p>	<p>community</p>	<ul style="list-style-type: none"> <li>▪ May detract from independence of the centre</li> <li>▪ Requires clear benefits for both parties</li> </ul>	<p>be low impact for the businesses and may result in a greater profile for the centre and new opportunities. However it is also suggested that the resources required to develop and manage sponsorship programs would be significant.</p>
<p>Consultancy</p>	<p>The GLC has a high level of embedded knowledge due to the specialist staff who work at the GLC and unique volunteer base. It was suggested that this knowledge could be utilised to provide advice and insight for a fee through a consultancy model.</p>	<ul style="list-style-type: none"> <li>▪ Would provide additional income</li> <li>▪ Would raise the profile and reputation of the centre</li> </ul>	<ul style="list-style-type: none"> <li>▪ Would be limited by staff resources</li> <li>▪ Would take staff away from primary roles</li> <li>▪ May present competition for other firms in the area</li> </ul>	<p>While the centre has significant knowledge base, it is anticipated that in order to meet Council objectives this should be targeted at supporting behaviour change in the community.</p>

# ATTACHMENT A

# ATTACHMENT A

Appendix A

Interview discussion guide

## Green Living Centre Key Informant Interviews Discussion Guide

### INTRODUCTION

Thank you for agreeing to be interviewed as part of the preparation of a *Future Plan* for the Green Living Centre (GLC). As you may be aware, Marrickville Council and the City of Sydney have commissioned Urbis, independent researchers, to develop the Plan.

[OPTIONAL PARAGRAPH depending on interviewee's background knowledge] The Green Living Centre (GLC), formerly the Watershed Education Centre, is a community hub situated on King Street, Newtown. Established in 2002, the aim of the centre is to facilitate sustainable living and action by providing place-based education and resources for local residents, businesses and visitors in the Newtown precinct. The centre is jointly funded by Marrickville Council and the City of Sydney.

The aim of the Plan is to clarify a vision for the GLC that meets the strategic goals of its partner Councils and identify future directions for a place-based sustainability hub, which generates maximum community action to contribute to a sustainable, urban environment. The Plan will cover a five year period from 2014-19.

Preparation of the Plan comes at an opportune time, with the current Memorandum of Understanding between the Councils ending in mid-2014 and the City of Sydney currently reviewing its residential sustainability programs.

To inform the Plan, Urbis is conducting key informant interviews with a small number of stakeholders. We would like to understand your views on the current purpose of the GLC and your vision for the centre's future. This information will be collated into a summary of findings and used to inform the Plan. You will not be identified by name in the summary of findings or in the Plan.

The interview will take about 30 minutes.

Do you have any questions before we begin?

### QUESTIONS

1. *Key contextual considerations:* Let's start by thinking broadly, beyond the Green Living Centre (GLC). What do you see as the three most important considerations for place-based sustainability programs / activities over the next five years?
2. *Visioning success:* The goal of the GLC is to be a place-based sustainability hub which generates maximum community action to contribute to a sustainable, urban environment. In your opinion, what would successful delivery of that goal look like?
3. *Opportunities to support success:* What do you see as the primary opportunities available to the GLC to support its goal? (Prompts: urban, mainstreet setting/ location, interest/demographic profile of surrounding community, support of two partner Councils, governance, increased involvement of private sector.)
4. *Barriers to success:* What do you believe are the main barriers to the GLC in achieving its goal? (Prompts: resourcing, space limitations, funding, changing Council strategies, governance.)
5. *Opportunities related to GLC's urban setting:* The GLC has a shopfront presence in a busy urban centre. What activities or programs do you think would work well in this specific setting?
6. *Supplementary funding streams:* The GLC is totally funded by Marrickville Council and the City of Sydney. Based on research undertaken for this project, Urbis has identified a number of funding sources used by similar centres in Australia, including: paid workshops; shopfront sales; partnerships with local business; donations, and; funding from State and Federal Governments. Which of these sources, if any, do you think would be appropriate for the GLC? Are there other

# ATTACHMENT A

sources could the GLC consider to supplement Council funding? What are these sources? Why do you feel they are appropriate for the GLC.

*Questions for internal stakeholders only – alignment with Council strategies, policies and plans:*

7. Thinking about the partner Councils, Marrickville Council and the City of Sydney, which Council strategies, policies and plans does the GLC link well with in your opinion? Why do you say that?
8. Which of the partner Councils' strategies, policies and plans does the GLC link less well with in your opinion? Why do you say that?

*Questions for formative interviews only – potential partnerships:*

7. Can you identify any community-based organisations your organisation currently supports (funding, in-kind support)? What sorts of activities or programs does your organisation support? Can you describe what forms this support takes?
8. Would your organisation consider supporting or partnering with the GLC to deliver its place-based sustainability activities? In what ways would your organisation be most likely to get involved (prompts: sponsorships, offering pro-bono services, offering spaces, knowledge sharing)? Why do you say that?



# SYDNEY ATTACHMENT A

Level 23, Darling Park Tower 2  
201 Sussex Street  
Sydney, NSW 2000  
t 02 8233 9900  
f 02 8233 9966

## MELBOURNE

Level 12, 120 Collins Street  
Melbourne, VIC 3000  
t 03 8663 4888  
f 03 8663 4999

## BRISBANE

Level 7, 123 Albert Street  
Brisbane, QLD 4000  
t 07 3007 3800  
f 07 3007 3811

## PERTH

Level 1, 55 St Georges Terrace  
Perth, WA 6000  
t 08 9346 0500  
f 08 9221 1779



Australia • Asia • Middle East  
[urbis.com.au](http://urbis.com.au)  
[info@urbis.com.au](mailto:info@urbis.com.au)

**urbis**

