

# Victorian Climate Change Grants 2015 Final Report

FOR INFORMATION ONLY

## Eastern Sporting Savers Draft

Yarra Ranges Council on behalf of  
The Eastern Alliance for Greenhouse Action



*Reviewed & approved by  
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# 1. Introduction: Who are we and what did we plan to do?

## 1.1 Project description

Period	1/4/2016 to 15/9/2017
Who?	The Eastern Alliance for Greenhouse Action (EAGA) includes: City of Boroondara Knox City Council City of Monash Maroondah City Council City of Stonnington City of Whitehorse Yarra Ranges Council (lead and grant recipient for this project)
What?	Seven EAGA councils delivered a customised engagement program to assist the region's sports clubs save on their energy bills in a way that's fun, achievable and community-led. The program aimed to help sports clubs identify and implement energy saving actions so they can reduce their energy bills and invest the money saved on other aspects of the game, such as maintaining low fees and keeping sports accessible for the local community.
Where?	Thirty-seven clubs participated across the seven municipalities
How much?	The project cost \$148,917. The Victorian Climate Change Grants contributed \$30,000.
Background	This project provides a mechanism for the State Government to deliver the strategies within the Victorian Climate Change Adaptation Plan, particularly its commitment to strengthen partnerships with local-government and communities. It also supports Victoria's Climate Change Framework and the State's Energy Efficiency and Productivity Strategies. The project facilitates community led climate action across the various sporting networks and peer groups of Melbourne's east. Delivering regional mitigation and adaptation programs are the key objectives within EAGA's ongoing Strategic Plan. The program also assists in addressing multiple risks identified in EAGA's regional climate change risk assessment. Engaging the community on opportunities to reduce emissions is identified in all member council's sustainability strategies.

## 1.2 Acknowledgements

Project partner: South Eastern Councils Climate Change Alliance (SECCCA)

# 2 Methods & activities: what did we do?

## 2.1 Key project activities

- Recruitment: 37 clubs participated in the program

- Site visits: an initial energy efficiency opportunity assessment and follow-up engagement with clubs (in person and by phone) to develop action plans
- Mentoring and support: via phone and email to provide additional advice and guidance, including assistance for accessing energy consumption data
- Competition: to reinforce and maintain behavioural change, with two solar systems awarded as prizes
- Capacity building for Council sports and recreation staff: to provide ongoing advice and support for clubs to continue action plans beyond the program duration

## 2.2 Key project evaluation framework

The key evaluation questions are:

- To what extent did the project meet the objectives and intended outcomes?
- How well was the project designed and implemented?
- What worked and what did not?
- What next?

Evaluation questions to key stakeholders can be defined with the above broad evaluation questions:

Stakeholder	Key Evaluation Questions	Monitoring questions
State Government (project co-funder)	To what extent did the project meet the objectives and intended outcomes?	To what extent did the program assist sporting clubs identify and implement energy saving actions so they can reduce their energy bills?
Project Team	How well was the program designed and implemented? What work well and what did not?	Was the program cost-effective? Were deliverables met? Were target audiences satisfied?
Regional partners & target audiences	What next?	How does the program integrate, complement, or support other projects or programs?

## 2.3 Outputs

### Clubs engaged

The distribution of clubs engaged in the program are summarised below. A full list of the club names is provided in Appendix I.

Council	Number of participating clubs
City of Boroondara	3
Knox City Council	8
City of Monash	6
Maroondah City Council	4
City of Stonnington	4
City of Whitehorse	2
Yarra Ranges Council	10

## Sites assessments and action plans

- All 37 site assessments and action plans [can be downloaded here](#).
- Common opportunities identified across the sample of clubs included:
  - Solar PV
  - Refurbish security lighting (low tariff but long operational hours)
  - Internal lighting, typically linear fluorescent, or halogen
  - Refrigeration - retiring old units, consolidation, timers and increasing temperatures
  - Field/court lighting - manage time of operation and reduce courts per switched bank
  - Hot water boiler – introduction of timers
  - Replacement of high flow shower roses
  - Insulation to hot water piping
  - Regularly confirm retail tariffs

## Minor energy efficiency retrofits in sporting facilities

EAGA councils invested \$90,417 in retrofitting facilities, exceeding their commitments under the grant program by \$70,017. See Section 2.4 for a break down by partner.

Council	Types of retrofits undertaken
City of Boroondara	Replacement of halogen and fluorescent downlight with LED
Knox City Council	Replacement of halogen and fluorescent downlight with LED
City of Monash	Replacement of halogen and fluorescent downlight with LED
Maroondah City Council	Replacement of halogen and fluorescent downlight with LED
City of Stonnington	Replacement of halogen and fluorescent downlight with LED
City of Whitehorse	Refrigeration and solar PV (co-funded by clubs)
Yarra Ranges Council	External security lighting and internal lighting

## Competition, prizes, events, collateral

- An inter club contest was delivered to encourage clubs to show case and communicate their actions to their members and visitors
- A solar PV system was awarded to the winning club in Maroondah. The winning club in Knox received contribution to the replacement of sporting field lights
- Presentations of prizes leveraged off existing club events, rather than a separate event
- A range of stickers (with customised messages) were deployed to clubs featuring reminders and prompts to reinforce behavioural changes in clubs

## 2.4 Final budget breakdown

Income												
	Victorian Climate Change Grants 2015 Funds	Funds from Lead Council (YRC)	Funds from 1st Partner Council (Boroondara)	Funds from 2nd Partner Council (Knox)	Funds from 3rd Partner Council (Maroondah)	Funds from 4th Partner Council (Monash)	Funds from 5th Partner Council (Stonnington)	Funds from 6th Partner Council (Whitehorse)	In kind Funds - All Partners	In kind Funds - EAGA Coordinator	In kind from other sources	Total
	\$ 30,000	\$ 17,350	\$ 1,350	\$ 54,894	\$ 2,664	\$ 5,525	\$ 2,184	\$ 6,450	\$ 12,600	\$ 2,300	\$ 1,000	\$136,317
Expenditure												
	Victorian Climate Change Grants 2015 Funds	Funds from Lead Council	Funds from 1st Partner Council	Funds from 2nd Partner Council	Funds from 3rd Partner Council	Funds from other sources	In kind support- Lead council	In kind funds - 1st Partner Council	In kind Funds - 2nd Partner Council	In kind Funds - 3rd Partner Council	In kind from other sources	Total
<b>Personnel</b>												
Salaries, wages												\$0
Consultancy / contract costs	20,400											\$20,400
Project Administrative costs												\$0
<b>Personnel Total</b>	<b>\$20,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,400</b>
<b>Capital Expenditure</b>												
Minor retrofits												\$0
<b>Infrastructure Total</b>	<b>\$0</b>	<b>\$17,350</b>	<b>\$1,350</b>	<b>\$54,894</b>	<b>\$2,664</b>	<b>\$5,525</b>	<b>\$2,184</b>	<b>\$6,450</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$90,417</b>
<b>Project Management</b>												
Admin (food, travel)												\$800
Competition + award event (with energy efficiency prizes)												\$7,500
Communication and Marketing C												\$1,300
<b>Project Management Total</b>	<b>\$9,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,600</b>
In kind time												\$28,500
<b>Other Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,200</b>	<b>\$2,300</b>	<b>\$1,000</b>	<b>\$28,500</b>
<b>Total Project Budget</b>	<b>\$30,000</b>	<b>\$17,350</b>	<b>\$1,350</b>	<b>\$54,894</b>	<b>\$2,664</b>	<b>\$5,525</b>	<b>\$2,184</b>	<b>\$6,450</b>	<b>\$25,200</b>	<b>\$2,300</b>	<b>\$1,000</b>	<b>\$148,917</b>

### 3 Final outcomes & evaluation findings: what impact did we have, and what did we learn?

#### 3.1 What impact has the project had?

As a result of the interventions delivered through this program, it is estimated that clubs will save approximately \$22,400 per year on their energy bills, an average of \$607 per club. The expected greenhouse gas savings are estimated at 104 tonnes per year. As many of the energy efficiency measures have only taken place in the 2-3 months preceding his report, accurate determination of savings from on pre and post retrofit data is not possible.

Estimating the impact of the behaviour changes made by clubs is far more difficult to quantify. A longitudinal evaluation of clubs and a detailed examination of pre and post interval data would be required to make a quantitative determination of the behaviour change impacts. The flow on behaviour changes in the households and social groups of the participating clubs is even more difficult to assess.

#### 3.2 Funding outcomes

<p>How has working in partnership/collaboration benefitted this project?</p>	<p>The delivery of this program benefited from the existing delivery model of the Eastern Alliance for Greenhouse Action and its existing governance structure. This has enabled implementation efficiencies that would not otherwise be possible in the absence of shared staff resource (EAGA Executive Officer). The program also leveraged the existing resources and materials from SECCCA's Save if for the Game program. This cross regional approach has captured additional efficiencies that would not have been possible at an individual council level.</p>
<p>Has the funding led to increased capacity?</p>	<p>To what extent did the departmental support assist you to deliver the project?</p> <p>The funding through this program has led to an increase in retrofits of sporting facilities across the participating councils. It has also assisted in building the capacity of some clubs to pursue cost saving/ energy efficiency measures.</p> <p><i>"...what it did identify was the need to investigate the use of LED lights in the clubrooms which eventually Council provided." Testimonial (Don, Knox)</i></p> <p>To what extent has the funding contributed to building capacity and awareness within Council in relation to climate change adaptation and/or mitigation issues?</p> <p>The program was successful in building the capacity and awareness of council sporting and recreation teams who are the primary engagement channel with the clubs. Officers within these teams reported that they were more able to discuss and identify the type of activities and measures that could assist clubs to reduce energy consumption.</p> <p>To what extent would your organisation have achieved the desired outcomes without Victorian Climate Change Grants 2015 funding?</p> <p>It is likely that the partner councils may have implemented some of the energy efficiency opportunities in the absence of state funding, as part of their ongoing emission reduction programs and asset renewal processes. However, the integration of these measures with sites assessment and club engagement would not have otherwise taken place outside the grant program. Grant funding also supported the delivery of an innovative inter club competition and two solar systems as prizes.</p>

### 3.3. *Lessons learnt*

This section responds to the key evaluation questions (See section 2.2)

#### ***To what extent did the project meet the objectives and intended outcomes?***

- The program has succeeded in meeting its objective of assisting the region's sporting clubs to identify and implement energy saving actions so they can reduce their energy bills, however these savings are yet to be realised by clubs (i.e. savings will accrue over time). At the time of writing, it cannot be determined whether savings are being redirected towards on other aspects, such as maintaining low fees and keeping sports accessible for the local community.
- The partners exceed their objectives for the number of clubs – 37 were recruited and engaged
- The partner exceeded their financial commitments to this regional initiative. \$90,417 was spent on energy efficiency measures by the partners, \$70,017 more than initially committed by councils
- The project will deliver approximately ~35% of the total savings identified in the site assessments, however there was no commitment made to achieve a target

#### ***How well was the project designed and implemented?***

- **Time investment for council staff:** the challenges around club engagement meant that council staff invested substantially more time in the initiative than planned. Generally, the initiative was regarded as overly time intensive with councils contributing around double the amount of in-kind time estimated at the project outset.
- **Engaging clubs:** part of the project methodology depended on securing the active participation of two co-located clubs within a single facility. Clubs typically use facilities in alternating seasons, meaning it was difficult to develop a consistent approach to engagement with both clubs. Clubs are often time poor, with changes in nominated volunteer representatives, which meant that communications were often protracted and delayed. Seasonal clubs also had differing drivers for participation and energy consumption patterns.
- **Site assessments:** a significant number clubs managed their own utility contracts, meaning that access to energy consumption data was sometimes challenging. In the instances where clubs could not provide access to utility data, the scope of the site assessment and action plan were significantly constrained. The scheduling of site visits and provision of follow up reports generally ran more smoothly where councils where paid utility bills.
- **Communications:** site assessment reports aimed to both empower club members to adopt behavioural change actions and provide sufficient information to councils on the costs and opportunities of a range of retrofit options. There was some concern amongst councils that reports could conflate the expectations of clubs that councils would fund all opportunities. More careful consideration and coordination of communications between council staff and the implementation partners at the project outset would have addressed these concerns and better managed the expectations of clubs.
- **Leveraging existing resources:** the program and format is based on a previous program delivered by SECCCA through a federal government grant. This SECCCA program facilitated the development of a range of resources and collateral which were customised and reused for the project.
- **Retrofits of facilities:** in some instances, there were significant discrepancies between the number of lights documented in assessment reports and actual fittings in facilities. In these

case, retrofit budgets were exhausted sooner than anticipated. In other instance, councils could secure additional budget to support the required works.

#### ***What worked and what did not?***

- **Split incentive:** in few instances, the assessment initiated a conversation between councils and clubs around co-funding of opportunities, however split incentives remain a barrier to more comprehensive action on energy efficiency. Councils could move to address this by taking on utility contracts and incorporating associated fees within leasing arrangements.
- **Competition:** despite the offer of two prizes of significant value, just a handful of clubs submitted entries to contest. Whilst these clubs demonstrated they had undertaken several efficiency actions and made efforts to communicate these to club visitors, the competition was not viewed as an effective approach to reinforce behavioural change within a majority of the target audience.
- **Site selection:** two clubs were recruited into the program in a sporting facility that was later identified for demolition and re-purposing by council. Whilst the councils were able to recruit two other clubs to participate, thorough engagement with council assets teams is critical for appropriate site selection.

## **4 What next?**

- A green lease, an agreement between council and club to share the cost (and savings) of an efficiency upgrade, could help bridge the gap created by split incentives. Addressing this barrier will be critical for this program to be effectively replicated a scaled up.
- Given the difficulty in evaluating the impact of behaviour changes in season clubs, it may be simpler and economically efficient to conduct a more targeted approach in sporting facilities on the most commonly applicable solution – a regional bulk LED lighting replacement. This could decrease transaction costs in engaging with clubs and maximise benefits to both parties, particularly if coupled with a green leasing arrangement.
- A longitudinal evaluation could assist in determining the impact of the behavioural changes in clubs as well as validate on bill savings for clubs. This evaluation could also ascertain whether the clubs have been able to redirect any savings to other aspects (such as maintaining low fees) and whether clubs had pursued the retrofit or other opportunities not delivered through the program itself.
- The single largest cost for all clubs was lighting for fields/courts/pitches. Use of lights is a 'necessary evil' as without it, (particularly during winter), participation in community sports declines. The only opportunities to address these costs are solar with battery storage (costly), or replacement traditional flood lighting with LED alternatives (also costly). Further State government intervention make the business case more compelling for community sports.

## Appendix I

### **Boroondara**

Camberwell Central Bowls  
Lynden Park Recreational Facility  
Burwood District Bowls

### **Stonnington**

Chadstone Bowls Club  
Chadstone Tennis Club  
East Malvern Tennis Centre  
St Andrews Gardiner Tennis Club

### **Whitehorse**

East Burwood Sporting Club  
Forest Hill Baseball Club

### **Monash**

Waverley Gymnastics Club  
Notting Hill - Pinewood Tennis Club  
Clayton Football Club  
Monash Pony Club  
Mulgrave Sports Club  
Waverley Panthers Rugby League Club

### **Knox**

Templeton Tennis Club  
Bayswater Football Club  
Knox City Football Club  
Upwey FTG Baseball Club  
Eildon Park Tennis Club  
Wantirna South Football Club  
Knox Regional Football Centre  
The Basin Football and Cricket Club

### **Maroondah**

Maroondah Rugby Club  
HE Parker Sporting Pavilion  
Croydon Bowls Pavilion  
North Ringwood Tennis Club

### **Yarra Ranges**

Montrose Recreation Reserve  
Healesville Football Netball Club  
Lilydale Bowling Club  
Olinda Ferny Creek Football Netball Club  
Kilsyth Football Club  
Mt. Evelyn Football/Netball Club  
Yarra Valley Netball Assoc.  
Wandin Football/Netball Club  
Yarra Glen Football Netball Club  
Yarra Junction Football Netball Club

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