

Regional Sustainability Indicators Framework for South West Victoria



Working Project Brief &
Communications & Engagement Plan

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**Victorian Local
Sustainability Accord**

**Sustainability
Fund**
Managed by
Sustainability Victoria



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Glenelg Hopkins



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Background

In South West Victoria, the need for indicators to measure progress to sustainability was identified in the South West Sustainability Blueprint (South West Sustainability Partnership, 2001). To address this need, Deakin University Warrnambool and Glenelg Hopkins Catchment Management Authority (GHCMA) and the other partners in the South West Sustainability Partnership, carried out the project to identify a set of indicators for assessing the sustainability of South West Victoria (Wallis and Wallis, 2004). This project identified a set of indicators applicable to the region across three pillars of sustainability: environmental, social and economic. These indicators were used to produce a set of Sustainability Report Cards providing a baseline assessment of the region's sustainability (Wallis and Barrot, 2005). After this initial assessment, An Index of Regional Sustainability (AIRS) was developed to bring the indicators together using multiple criteria analysis (Richards et al., 2007). AIRS was combined with Geographical Information Systems (GIS) to enable mapping of sub-catchment sustainability to provide information to policy makers about the region's sustainability (Graymore et al., 2007). However, an evaluation of the sustainability assessment revealed that no organisations in the region were using the assessment to inform policy or program development. The major barriers for adoption of AIRS included AIRS not being industry specific and the lack of clear guidelines for use (Wallis et al., 2010) ([Wallis, et al., 2010](#)) ([Wallis, et al., 2010](#))⁶.

The *Regional Sustainability Indicators Framework for South West Victoria* project is a partnership between University of Ballarat, Southern Grampians Shire Council and the Natural Assets Alliance of the South West Sustainability Partnership. The project is funded by the Victorian Local Sustainability Accord Round 4, through Department of Sustainability and Environment (DSE).

Research aim and objectives

Therefore, this project *Regional Sustainability Indicators Framework for South West Victoria* is being carried out to further develop the sustainability assessment framework to ensure that it is more widely used in the region. The aim of this project is to **review, establish and communicate an agreed set of sustainability indicators and a framework to deliver them**. This will be achieved by delivering the following core objectives:

- Develop an agreed set of indicators** built on research done by Deakin University (2003-2010)
- Test and evaluate** the use of this set of indicators to assess sustainability of South West Victoria at various spatial scales;
- Develop a sustainability indicators framework** for communication of the region's sustainability, including **protocols for use**.
- Develop a shared understanding of sustainability** in South West Victoria through the participatory process and communication of findings.

The method for this project will follow *Getting Started: A guide to developing regional sustainability indicators in Victoria* (Byrne et al., 2010) (developed by Dr Graymore and colleagues at Deakin University based on a review of over 30 sustainability indicator projects). *Getting Started* recommends a participatory process for sustainability indicator development involving the region's stakeholders including potential end users of the indicators. The use of a participatory process helps build ownership of the sustainability indicators framework among participants increasing the likelihood of adoption of the framework developed (Gahin et al., 2003). At the same time, the process will build the capacity of participants through social learning, building a shared understanding of sustainability and the steps required individually and collectively to progress the region's sustainability (Gahin et al., 2003; Wallis et al., 2010). The project will provide the region with a framework for sustainability reporting, and protocols for use, to enable ongoing sustainability reporting in the region. If adopted for use by the region's stakeholders, this will provide information about the sustainability of the region that can be used to inform policy, collective action and

individual behaviour change to progress the sustainability of South West Victoria. Furthermore, the project will provide a case study on how to develop and report on regional sustainability indicators for other regions across Victoria.

Methods

The project will be carried out in 5 stages, which correspond to Milestone 2 to 6 in the funding agreement.

Milestone 2: Ethics, Working Project Brief and Communication and Engagement Plan

This milestone will include:

signing of the contract between University of Ballarat and Southern Grampians Shire Council, development of a Working Project Brief and Communications and Engagement Plan (this document), and, approval from the University of Ballarat Human Research Ethics Committee for the project.

Milestone 2 due 15 January 2011

Milestone 3: Assessment Framework and Agreed Set of Indicators

Milestone 3 will be broken into two steps: Milestone 3a will define the sustainability assessment, and Milestone 3b will develop an agreed set of indicators for the assessment.

Milestone 3a will review the sustainability assessment framework developed for South West Victoria, called An Index of Regional Sustainability (AIRS). It will also determine the main purpose, audience and framework of the sustainability assessment following Module 1 of *Getting Started*. This will be done in a ½ day workshop (see Workshop 1 Outline) with the Project Reference Group and the Project Executive Group. The workshop will include a presentation on the previous sustainability assessment of South West Victoria, the sustainability frameworks used elsewhere, presentation styles and key issues for the region's sustainability identified in previous work in region, including the *Great South Coast Regional Strategic Plan*. Participants will be asked to review AIRS, decide on the purpose, audience, framework and reporting methods for the sustainability assessment, and identify additional key issues for the region.

Milestone 3b will be to develop an agreed set of indicators for the region following Module 2 of *Getting Started*, through participation of the region's industry, local and state government, catchment management authorities and the wider community through 1-4 ½ day workshops (see Workshop 2 Outline) and a survey (see Draft Questionnaire). The agreed indicator set will be those indicators agreed to be the most important for the sustainability of the region by the participants of the workshop and survey and will include the core indicators as described in *Getting Started: A guide to developing regional sustainability indicators in Victoria (Byrne et al., 2010)*. The workshops with the region's stakeholders will take place in several locations in South West Victoria (i.e. Hamilton, Warrnambool, Portland and Camperdown). These workshops will ask participants to identify indicators they feel are important for measuring the region's sustainability given the key issues identified in Milestone 3a. At the same time a survey will be available to enable wider engagement with the community, potentially online as well as available as paper version. Recruitment for both will involve advertisements in local papers and emails to the Project Executive Group's networks. The resultant indicator list will be presented to the participants for agreement in a ½ day workshop (see Workshop 3 Outline).

The Agreed list of indicator for sustainability in South West Victoria and the assessment framework will be presented to the Project Executive Group for endorsement.

Milestone 3 due 30 June 2011

Milestone 4: Draft Sustainability Assessment for South West Victoria

Milestone 4 will produce a draft assessment of the region's sustainability based on the framework agreed on in Milestone 3a. This step will include:

Collecting data for the agreed list of indicators

Determine availability of data for each of the indicators, including scale and boundaries used, regularity of data collection, and data source contact

Determine realistic and appropriate timelines for continued reporting against indicators

Apply the agreed framework for assessment to the agreed set of indicators to produce a draft sustainability assessment of South West Victoria

The draft *Sustainability Assessment for South West Victoria* will be presented to the Project Executive Group for feedback.

Milestone 4 due 15 January 2012

Milestone 5: Final Sustainability Assessment and Protocols for Ongoing Sustainability Reporting

This milestone will consist of three steps: Milestone 5a will be the final *Sustainability Assessment for South West Victoria*, Milestone 5b will be the *Protocols for Ongoing Sustainability Reporting in South West Victoria* and Milestone 5c will be communication of the final Sustainability Assessment to the community of South West Victoria and the Protocols to potential end users of the assessment.

Milestone 5a will begin with 1-4 ½ day workshops with participants from the previous workshops and survey (see Workshop 4 Outline). In these workshops, the draft *Sustainability Assessment for South West Victoria* will be presented for evaluation by participants of the assessment framework and reporting style(s) employed. This evaluation will be used to refine the framework and reporting methods and develop protocols for the sustainability assessment framework. The feedback received in these workshops, and from the Project Executive Group and Project Reference Group, will be used to finalise the *Sustainability Assessment for South West Victoria*.

Then **Milestone 5b** will document the method for undertaking the regional sustainability reporting including data availability, timelines for reporting and data analysis. This will form the *Protocols for Ongoing Sustainability Reporting in South West Victoria*. Both the *Sustainability Assessment for South West Victoria* and the *Protocols for Ongoing Sustainability Reporting in South West Victoria* will be presented to the Project Executive for endorsement.

Following this, **Milestone 5c** will consist of separate presentations to communicate: the sustainability findings to the project partners and the South West community (up to 2 presentations), and the protocol for using the indicators in South West Victoria (up to 2 presentations to potential end users)

Milestone 5 due 15 April 2012

Milestone 6: Final Project Report

This milestone will have two steps; Milestone 6a: the final report, and Milestone 6b Statewide Showcase.

Milestone 6a will evaluate the project's outcomes and learning using feedback questionnaires (see Draft Feedback Questionnaire) at the presentations of the sustainability assessment and protocols for sustainability reporting. Also, the Project Executive Group and Project Reference Group will be asked to fill in the questionnaire. The information from the questionnaire will be collated and used to write the Final Project Report, which will also include recommendations and a full financial acquittal.

Milestone 6b will include up to 5 presentations around Victoria (i.e. one in Melbourne and one in each region). These presentations will describe the process used for developing the agreed sustainability indicator set and framework for reporting, as well as the results of the project, to encourage other regions to take up regional sustainability assessments similar to that developed during this project.

Milestone 6 due 30 June 2012

Timeline

Milestone	2011												2012					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2: Ethics & Working Project Brief	■																	
3a: Framework for assessment	■	■	■															
3b: Agreed Indicator set			■	■	■	■	■											
4: Draft Sustainability Assessment						■	■	■	■	■	■	■	■					
5a: Final Sustainability Assessment											■	■	■	■	■			
5b: Protocols for assessment														■	■	■		
5c: Communication of Assessment & Protocols															■	■		
6a: Final Report																■	■	
6b: Statewide Showcase																	■	■

Responsibilities for delivery

University of Ballarat through Dr Michelle Graymore are responsible for meeting all milestones and providing the Project Executive Group with Milestone Reports and attachments for endorsement. Southern Grampians Shire Council through Kylie McIntyre are responsible for submitting Milestone Reports and invoices to DSE.

Budget

Item	Budget
Salary	
Michelle Graymore (0.6 for 18 months Level B3 + 26% on-costs)	\$70,087
Research Assistant (400 hours @ RA \$34.48/hour)	\$13,792
Total	\$83,879
Workshops, Survey & Presentations	
Up to 10 x ½ day workshops around South West Victoria (includes venue, catering, travel @ \$600 each)	\$6,000
Survey (includes mail out, printing, online services/software, advertising)	\$1,500
4 x Presentations in South West Victoria to communicate findings and protocols (includes venue and travel @ \$300 each)	\$1,200
5 x Presentations for Statewide Showcase (includes venue, travel accommodation @ \$800 each)	\$4,000
Total	\$12,700
Other project costs	
Project Executive Meetings (approx. 6 over 18 months @\$150 each)	\$900
	\$3,000

Data costs (includes data licence & travel for meetings to find data)	\$5,000
Software licence costs (GIS & others)	\$2,800
Office materials & supplies (includes phone calls, general printing, report printing & binding)	\$10,000
Communication of results (conference or forum costs, journal papers, website, multimedia, printing reports) (using the SWSP funds)	\$21,700
Total	
Total (available \$130,000 Accord funding + \$10,000 SWSP funding)	\$139,979

Research Team

The research team will consist of:

Project Manager: Dr Michelle Graymore will be responsible for ensuring that the project runs to time and achieves stated aims.

Research Assistant: will be responsible for collecting survey data and data entry from surveys and workshops, etc. throughout the project.

Project Executive Group: Consisting of Kylie McIntyre (Southern Grampians Shire Council), Lilian Parker (Glenelg Hopkins CMA), Patrick Shaw (DSE), and Brad Henderson (Wannon Water). They will provide technical input into the project, including providing support and direction for the project manager, and reviewing and endorsing milestones.

Project Reference Group: Consists of Raelene Mibus (Moyne Shire Council), Ian Fitzgibbon (Warrnambool City Council), Christine Kilmartin (DPCD), Mick Fendley (DSE), Michael McCarthy (Southern Grampians Shire Council), Taegen Edwards (University of Melbourne) and Ben Wearne (CES). Their role will be to: bring knowledge and experience of sustainability indicators issues; have input into the development of the framework and indicator sets; promote and link the project with existing and new indicator plans and networks; and make recommendations to the Project Executive Group and Project Manager on the delivery of the project.

Collaborators: Deakin University staff involved in the AIRS project potentially including Dr Anne Wallis and Assoc. Prof. Kevin O'Toole, Dr Vince Versace and Dr Daniel Ierodiaconou, University of Ballarat staff from the UB Spatial Group and others as appropriate throughout the project.

Communications and Engagement Plan

The Communications and Engagement Plan is as follows.

Phase of Project	Audience	Communications Action	Key Message	To be implemented by	Timing
<i>Launch</i>	<i>Community</i>	<i>Project launch – Media releases to all local and regional media and radio</i>	<i>Project launch including project aims and methods and how community can be involved</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>Feb 2011</i>
<i>Milestone 3a: Assessment framework</i>	<i>Project Executive Group and Project Reference Group</i>	<i>Email invitation to Project Executive Group and Project Reference Group to be involved with ½ day workshop to develop framework for assessment & key issues</i>	<i>The first step in the project is to define the framework for the sustainability assessment and key issues for the region.</i>	<i>Michelle Graymore</i>	<i>February 2011</i>
<i>Milestone 3b: Agreed set of indicators</i>	<i>Community & Stakeholders of South West Victoria</i>	<i>Invitation to get involved with workshops/survey in local media, advertising, etc.</i>	<i>Get involved in developing an agreed set of sustainability indicators for South West Victoria by participating in a workshop or filling in a the survey</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>March 2011</i>
<i>Milestone 3b: Agreed set of indicators</i>	<i>Community & Stakeholders of South West Victoria</i>	<i>Workshops in 2 to 4 locations in South West Victoria, Hamilton, Warrnambool, Portland and Camperdown.</i>	<i>Help develop an agreed set of sustainability indicators for South West Victoria</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>April 2011</i>
<i>Milestone 3b: Agreed set of indicators</i>	<i>Community & Stakeholders of South West Victoria</i>	<i>Survey available to fill in using a range of methods (TBC), i.e. online via email, paper mailed out, paper available at Wannon Water and Council offices</i>	<i>Help develop an agreed set of sustainability indicators for South West Victoria</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>April 2011</i>

Phase of Project	Audience	Communications Action	Key Message	To be implemented by	Timing
<i>Milestone 3b: Agreed set of indicators</i>	<i>Community & Stakeholders of South West Victoria</i>	<i>Media release with the list of indicators from workshops and survey and information on the workshop to have your final say on the indicators for this assessment to all local and regional media and radio</i>	<i>These are the indicators that most people thought should be included for South West Victoria, come and have your say on the final indicator set?</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>May 2011 before final workshop for this milestone</i>
<i>Milestone 3b: Agreed set of indicators</i>	<i>Community & Stakeholders of South West Victoria</i>	<i>Invitation to participants of workshops & survey to participate in the workshop to agree on the list of indicators for the sustainability assessment of South West Victoria</i>	<i>These are the indicators that most people thought should be included for South West Victoria, come and have your say on the final indicator set?</i>	<i>Michelle Graymore</i>	<i>May 2011 before final workshop for this milestone</i>
<i>Milestone 3b: Agreed set of indicators</i>	<i>Community & Stakeholders of South West Victoria</i>	<i>Workshop in a location TBA in South West Victoria to get agreement on the list of indicators from the workshops and survey results.</i>	<i>Have your say on the final set of sustainability indicators for South West Victoria</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>May 2011</i>
<i>Milestone 3b: Agreed set of indicators</i>	<i>Community & Stakeholders of South West Victoria</i>	<i>Media release with agreed list of sustainability indicators to all local and regional media and radio</i>	<i>This is the agreed list of sustainability indicators for South West Victoria. These will now be used to assess the sustainability of the region</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>June 2011</i>
<i>Milestone 3b: Agreed set of indicators</i>	<i>Project Executive Group</i>	<i>Agreed list of sustainability indicators</i>	<i>This is the agreed list of sustainability indicators for South West Victoria for your endorsement.</i>	<i>Michelle Graymore</i>	<i>June 2011</i>
<i>Milestone 4: Draft Sustainability Assessment</i>	<i>Project Executive Group</i>	<i>Draft Sustainability Assessment of South West Victoria & Milestone 4 Report</i>	<i>Please provide feedback on draft sustainability assessment for South West Victoria.</i>	<i>Michelle Graymore</i>	<i>January 2012</i>
<i>Milestone 4: Draft Sustainability Assessment</i>	<i>Project Reference Group</i>	<i>Draft Sustainability Assessment of South West Victoria & Milestone 4 Report</i>	<i>Please provide feedback on draft sustainability assessment for South West Victoria.</i>	<i>Michelle Graymore</i>	<i>January 2012</i>

Phase of Project	Audience	Communications Action	Key Message	To be implemented by	Timing
<i>Milestone 5a: Final sustainability assessment</i>	<i>Community & Stakeholders of South West Victoria</i>	<i>Invitation to participate in a workshop to provide feedback on the draft sustainability assessment of South West Victoria, by email or phone of previous participants and through media releases about the draft assessment and advertisements</i>	<i>The draft sustainability assessment of South West Victoria has been released, come and have your say on the assessment</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>January 2012 before the workshops</i>
<i>Milestone 5a: Final sustainability assessment</i>	<i>Community & Stakeholders of South West Victoria</i>	<i>Workshops in 2 to 4 locations in South West Victoria, Hamilton, Warrnambool, Portland and Camperdown.</i>	<i>Have your say on the draft sustainability assessment of South West Victoria</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>Jan-Feb 2012</i>
<i>Milestone 5a: Final sustainability assessment</i>	<i>Community & Stakeholders of South West Victoria</i>	<i>Media release on the Sustainability assessment of South West Victoria to local media to all local and regional media and radio</i>	<i>The draft sustainability assessment of South West Victoria has been release, come and have your say on the assessment and reporting style?</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>March 2012</i>
<i>Milestone 5b: Protocols for assessment</i>	<i>Project Executive Group</i>	<i>Final Sustainability Assessment & Protocols for Ongoing Sustainability Reporting provided for endorsement by Project Executive Group</i>	<i>The final Sustainability Assessment & Protocols for Ongoing Sustainability Reporting for your endorsement</i>	<i>Michelle Graymore</i>	<i>March 2012</i>
<i>Milestone 5c: Communication of assessment & protocols</i>	<i>Community</i>	<i>Invitation to presentations of the findings of the Sustainability Assessment of South West Victoria through email of networks and participants and local media releases and advertising</i>	<i>Come learn about the sustainability of your region</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>March 2012</i>
<i>Milestone 5c: Communication of assessment & protocols</i>	<i>Community</i>	<i>Presentations in up to 2 locations in South West Victoria (TBC) of the findings of the Sustainability Assessment of South West Victoria</i>	<i>Come learn about the sustainability of your region</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>March-April 2012</i>

Phase of Project	Audience	Communications Action	Key Message	To be implemented by	Timing
<i>Milestone 5c: Communication of assessment & protocols</i>	<i>Potential end users & project partners</i>	<i>Invitation to presentations of the findings of the Sustainability Assessment of South West Victoria and Protocols for future reporting through email of networks</i>	<i>Come learn about the sustainability of South West Victoria and the methods for future sustainability reporting for the region</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>March 2012</i>
<i>Milestone 5c: Communication of assessment & protocols</i>	<i>Potential end users & project partners</i>	<i>Presentations in up to 2 locations of the findings of the Sustainability Assessment of South West Victoria and Protocols for future reporting</i>	<i>Come learn about the sustainability of South West Victoria and the methods for future sustainability reporting for the region</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>March-April 2012</i>
<i>Milestone 6a: Final Report</i>	<i>Project Executive Group</i>	<i>Provide the final report to the Project Executive Group for endorsement</i>	<i>This report describes the project's outcomes and learning with recommendations for future indicator reporting for your endorsement</i>	<i>Michelle Graymore</i>	<i>June 2012</i>
<i>Milestone 6b: Statewide Showcase</i>	<i>Regional bodies, LGAs, state government agencies & other potential users</i>	<i>Invitation to the Statewide Showcase of the Sustainability Reporting Framework for South West Victoria including project learning and outcomes</i>	<i>Come to a presentation of the sustainability reporting experience in South West Victoria to learn how you can start sustainability reporting in your region</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>April 2012</i>
<i>Milestone 6b: Statewide Showcase</i>	<i>Regional bodies, LGAs, state government agencies & other potential users</i>	<i>Statewide Showcase of the Sustainability Reporting Framework for South West Victoria including project learning and outcomes in up to 5 locations around Victoria (i.e. Melbourne, Grampians, Loddon Mallee, Hume & Gippsland)</i>	<i>Come to a presentation of the sustainability reporting experience in South West Victoria to learn how you can start sustainability reporting in your region</i>	<i>Michelle Graymore</i>	<i>May 2012</i>
<i>Milestone 6b: Statewide Showcase</i>	<i>Community</i>	<i>Media release about the project outcomes and learning including the Statewide Showcase</i>	<i>The Regional Sustainability Indicators Framework for South West Victoria project outcomes and learning including the Sustainability Assessment</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>June 2012</i>

Phase of Project	Audience	Communications Action	Key Message	To be implemented by	Timing
<i>Throughout project</i>	<i>Regional managers and project partners</i>	<i>Communicate project results - media releases, website, presentations to partners boards & staff, etc.</i>	<i>Framework for developing sustainability indicators, the findings of the sustainability assessment, protocols for use.</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>Jan 2011-Jun 2012</i>
<i>Throughout project</i>	<i>Scientific community</i>	<i>Publish results in academic journals, such as Sustainable Development, Ecological Economics, International Journal of Environment and Sustainable Development</i>		<i>Michelle Graymore</i>	<i>Jan 2011-Jun 2012</i>
<i>Throughout project</i>	<i>Scientific community</i>	<i>Present project results at conferences, such as International Sustainable Development Research Conference, etc</i>	<i>Participatory regional sustainability indicators development, findings of the sustainability assessment and other project outcomes and learning</i>	<i>Michelle Graymore</i>	<i>Whenever appropriate conferences are.</i>
<i>Throughout project</i>	<i>Community</i>	<i>Media campaign of key findings during the project – target a journalist interested in project to brief throughout the project</i>	<i>Key findings of project as they come in</i>	<i>Staff at Southern Grampians Shire Council, Natural Assets Alliance and Michelle Graymore</i>	<i>Jan 2011-Jun 2012</i>
<i>Throughout project</i>	<i>Project Executive Group</i>	<i>Meetings and email discussions with Project Executive Group</i>	<i>Project progress, discuss issues, ideas, results, etc</i>	<i>Project Executive Group</i>	<i>Quarterly or as necessary</i>
<i>Throughout project</i>	<i>Project Reference Group</i>	<i>Workshops/meetings and email discussions with Project Reference Group</i>	<i>Project progress, discuss issues, ideas, results, etc</i>	<i>Project Reference Group</i>	<i>Bi-annually or as necessary</i>
<i>Throughout project</i>	<i>Victorian Local Sustainability Accord, DSE</i>	<i>Milestone Reports</i>	<i>Demonstrate project progress</i>	<i>Michelle Graymore to prepare, Project Executive to endorse and Kylie McIntyre (SGSC) to send to DSE</i>	<i>On going - end of milestones and end of project</i>

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