

# ZERO EMISSIONS NOOSA Inc

## ZEN Inc STRATEGIC PLAN 2023-2026



### Introduction

Our vision is for net zero emissions in Noosa Shire.

Zero Emissions Noosa Inc seeks to make Noosa Shire a leading local government region in zero emissions. We seek to do this by supporting the community in the transition to net zero emissions through project leadership, advocacy, and the provision of information to all sections of the Noosa community.

Our strategic plan outlines how we will achieve this mission as we seek to seize new opportunities and meet the challenges of the future. While our strategic plan is future focussed it is grounded in our contemporary operating environment which is heavily influenced by the pressures on our resource base – both financial and human.

Since ZEN Inc was founded in 2016, the need to reduce emissions is more pressing than ever if we are to avoid catastrophic climate change. The transition to a cleaner energy future has seen more changes and challenges than at any time in recent years. Meeting the needs of our community in this space is a major challenge, but also a significant opportunity.

This strategic plan sets out our vision for the future and a framework for its delivery over the next three years. It includes:

- our vision for net zero emissions in Noosa Shire.
- the roles that define where we will work to deliver the vision.
- our aims within those roles; and
- an outline of our priorities in delivering those aims.

Through our planning process we have developed strategic priorities for the next three years framed around our two key goals:

- Promoting community actions to achieve net zero emissions.
- Developing a sustainable organisation

This strategic plan is not a static document and the Board, and its working groups will give ongoing consideration to ideas and suggestions that have been put to us as well as giving consideration to an increasingly dynamic and challenging environment throughout the period of this plan. Each year we will report on how we have delivered on this strategy at our annual general meeting and through our annual report.

### Organisational Description

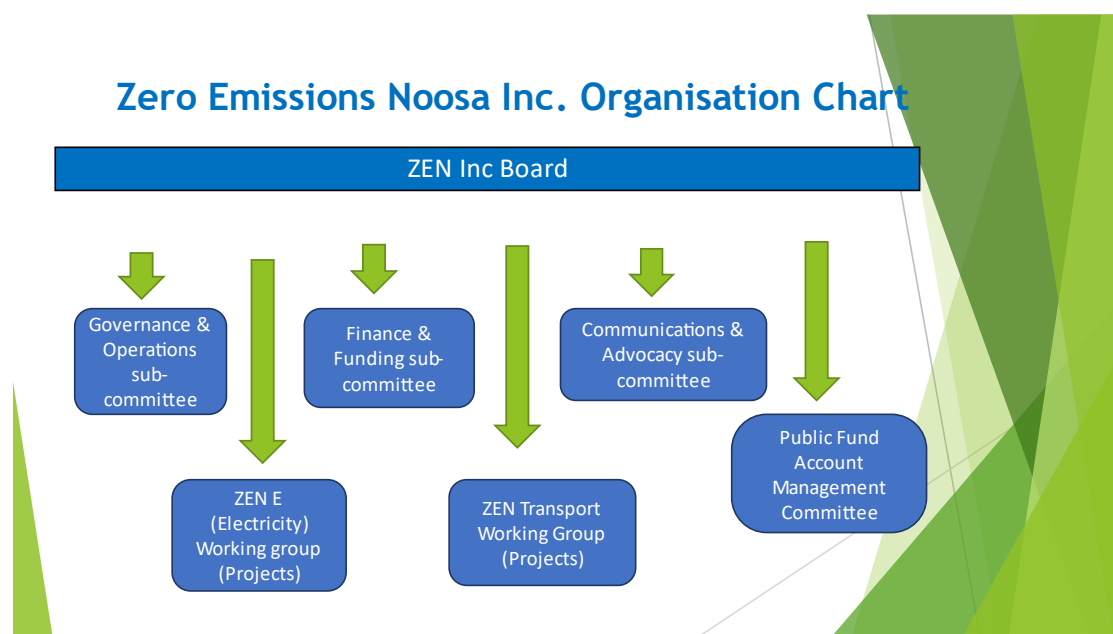
Zero Emissions Noosa Inc (ZEN Inc), established in 2016, is an incorporated, not-for-profit, community organisation with the key objective of assisting the Noosa community achieve net zero emissions in the Noosa local government area. ZEN Inc has been actively pursuing several strategies aimed at achieving this objective.

It is the leading community organisation in this field and the only community organisation solely dedicated to emissions reduction across the Noosa Shire.

The two key objectives of the organisation have been to drive projects in the stationary electricity and transport areas aimed at assisting individuals, businesses, and the community at large, in contributing to emissions reduction.

The core work of the organisation is carried out by two working groups – ZEN E (Electricity) and ZEN TAG (Transport). The focus of ZEN E's work is on projects that assist in reducing emissions in the stationary electricity sector with initiatives that assist a greater uptake of solar as well as storage and other initiatives. ZEN TAG's focus is on reducing emissions from transport by encouraging, advocating and demonstrating low emissions alternatives to the dominant petrol / diesel driven motor vehicle. The annual EV Expo is ZEN Inc's flagship event in this regard.

Organisational support is provided through the work of three sub-committees; Finance & Fundraising; Governance & Operations; and Communications & Advocacy.



### Vision

Net zero emissions in Noosa Shire.

### Mission

Working with the Noosa community to achieve net zero emissions to address climate change.

### Core Values / Values Statement

Values	Thinking	Behaviour
Honesty	Independent	Respected
Transparency	Inclusive	Collaborative
Accountability	Evidence based	Inspirational
Ethical	Excellent	Empowered

Our values statement describes how ZEN Inc works internally and externally.

ZEN Inc works independently to provide leadership by empowering its members and stakeholders with ethical, independent, evidence based solutions for reducing Noosa's net greenhouse gas emissions to zero. We do this by operating in an honest, accountable, collaborative, and inclusive way.

## Goals

Our goals are the key focus areas that will move the organisation to achieve its vision and its mission.

We have identified two goals for 2023 – 2026:

### Goal 1: Promoting community actions to achieve net zero emissions.

We will continue to focus on our core business. We will provide leadership and management of projects and initiatives that help the Noosa community on its journey towards net zero emissions.

### Goal 2: To be a sustainable organisation.

We recognise that for ZEN Inc to fulfill its vision and mission it must be a well-resourced and efficient organisation.

## Objectives

Our objectives support the two key goals identified above. Our outcomes describe how we will measure the progress needed.

Objectives	Outcomes / Measures of success
<p><b>1.1 Reduced business and household stationary energy emissions.</b></p> <p>ZEN Inc will focus on its core project work to deliver emissions reduction initiatives to the Noosa community.</p>	<ul style="list-style-type: none"> <li>• Projects delivered within agreed timeframes.</li> <li>• Business and household emissions reduced</li> </ul>
<p><b>1.2 Reduced transport energy emissions</b></p> <p>ZEN will focus on promoting transport initiatives and sustainable transport options that reduce greenhouse gas emissions.</p>	<ul style="list-style-type: none"> <li>• Increased use of sustainable transport options including public transport, unpowered vehicles and walking</li> <li>• Increased uptake of electric powered vehicles (EVs) and reduced use of internal combustion vehicles (ICEVs)</li> </ul>
<p><b>1.3 Increased community awareness of initiatives to reduce emissions</b></p> <p>ZEN Inc will provide information to the community to assist in the implementation of emissions reduction actions.</p>	<ul style="list-style-type: none"> <li>• Increased community uptake of information and tools</li> <li>• Effective dissemination of information through ZEN Inc's website and other channels.</li> <li>• Increased participation through community engagement.</li> </ul>
<p><b>2.1 Increased financial sustainability</b></p> <p>ZEN Inc will work to ensure that it is a financially sustainable organisation by aiming to secure ongoing funding and by diversifying its funding sources.</p>	<ul style="list-style-type: none"> <li>• Ongoing funding secured.</li> <li>• Funding sources diversified</li> </ul>

<p><b>2.2 Efficient organisational operations</b></p> <p>ZEN Inc will continue to develop its resource base and review its processes and procedures to be an efficient and effective organisation.</p>	<ul style="list-style-type: none"> <li>• Continue a culture of continuous improvement.</li> <li>• Governance &amp; Operational manual developed.</li> <li>• Processes and procedures refined and rationalised</li> </ul>
<p><b>2.3 Effective external and internal communications</b></p> <p>ZEN Inc will develop effective internal initiatives to enhance the way we work and increase awareness amongst the community of who we are and what we do.</p>	<ul style="list-style-type: none"> <li>• Increased community awareness of ZEN (who we are; what we do)</li> <li>• Brand strategy developed</li> </ul>
<p><b>2.4 Strong strategic relationships.</b></p> <p>ZEN Inc will build on and further develop strong strategic relationships with our stakeholders to collaborate in reducing emissions.</p>	<ul style="list-style-type: none"> <li>• Increased engagement with stakeholders.</li> <li>• Collaborative and productive partnerships strengthened and widened</li> <li>• Respective roles of ZEN Inc and Noosa Council are mutually beneficial.</li> </ul>

## Situation Analysis

In developing this strategic plan, we examined the internal and external environment in which the organisation operates with a view to addressing some of the threats that we face while seeking to maximise the opportunities before us.

Since its formation in 2016, ZEN Inc has had, as its vision, “net zero greenhouse gas emissions across the Noosa region by 2026”. While progress has been made in reducing emissions across the Noosa Shire, realistically we have no agreed way of measuring whether we will achieve that goal within the stated timeframe.

While ZEN Inc remains strongly committed to its mission to achieve net zero emissions, we have dropped the 2026 timeline from our vision statement and modified it accordingly.

We recognise that we are operating in a rapidly changing environment. While that poses threats as to whether we have the capacity and resources to manage those challenges, we hope to capitalise on the opportunities presented by the changing environment. The strength of the organisation lies in a highly experienced and committed Board and a volunteer and supporter base committed to taking practical action to help reduce emissions across the Noosa Shire.

Internally, the organisation lacks a strong financial base and some strengthening of our governance arrangements will assist the way we work. Our undoubted strength is our commitment to several key project initiatives that have firmly placed the Noosa Shire as a leading local government area on the road to a net zero emissions future. However, while our key focus remains on our project work, we recognise that our project teams need to be supported by a well-resourced and efficient organisation.

Building on our signature strength of innovative project work, our strategic plan continues to focus on project delivery that helps the community move towards a reduction in net zero emissions. For example, the “Electrify Australia” movement led by Saul Griffith offers significant opportunities for ZEN Inc to assist the community at the local level. Providing guidance in helping households to “electrify the home” while also developing initiatives that will assist in “electrifying everything” presents us with several opportunities.

Federal Government policy and funding initiatives also provide opportunities which ZEN Inc will continue to embrace.

While we have enjoyed several high-profile successes, there is a recognition that our communications could be improved to maximise the impact of our initiatives and more time needs to be spent on stakeholder engagement. The benefits that our work brings to the community, as the leading source of information on emissions reduction in the Noosa LGA, needs to be better explained.

Demonstrating how we deliver benefits to the Noosa community is both a challenge and an opportunity.

A lack of brand identity has been identified as both a weakness and a threat. There is an opportunity for both ZEN Inc and Noosa Council to clarify our respective roles to work collaboratively to assist the Noosa community on its journey to net zero emissions.

The provision of community education on emissions reduction strategies offers an ongoing opportunity.

### **Strategies**

The key priorities and higher-level elements identified through our SWOT analysis have informed our strategies. The strategies inform the ZEN E and ZEN TAG plans and the activities of our three sub-committees.

## ZEN's GOALS, OBJECTIVES & STRATEGIES

GOAL 1			GOAL 2			
Promoting community actions to achieve net zero emissions			To be a sustainable organisation			
OBJECTIVE 1.1	OBJECTIVE 1.2	OBJECTIVE 1.3	OBJECTIVE 2.1	OBJECTIVE 2.2	OBJECTIVE 2.3	OBJECTIVE 2.4
Reduced business and household stationary energy emissions	Reduced transport energy emissions	Increased community awareness of initiatives to reduce emissions	Increased financial sustainability	Efficient organisational operations	Effective external and internal communications	Strong strategic relationships
STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES	STRATEGIES
Undertake targeted, large impact projects to maximise emissions reduction	Promote transport initiatives that reduce greenhouse gas emissions	Greater direct engagement initiatives with the Noosa Shire community	Build a strong financial position to support our projects and activities	Strengthen well connected and collaborative working groups and sub-committees	Increase awareness amongst the community of who we are and what we do	Strengthen and broaden collaborative and productive partnerships
Encourage community initiatives that support uptake of renewable energy	Encourage walking and cycling initiatives	Develop online toolkits to facilitate energy transition and emissions reduction	Apply for Federal, State and Council funding	Develop clear processes to support the organisation in the delivery of projects, events & programs	Maintain ZEN Inc as a significant contributor to emissions reduction within the Noosa Shire.	Increase reach and influence as the leading community organisation advocating emissions reduction.
Develop the "electrify everything" concept across the Noosa Shire	Promote carbon capture technologies and initiatives to offset car travel	Effectively disseminate information through ZEN Inc's website and other communication channels.	Diversify funding sources	.	Ensure benefits of projects and activities are communicated to stakeholders	Work with Noosa Council in differentiated roles for mutual benefit.
Ensure battery initiatives are delivered within agreed timeframes	Review Noosa Council's Transport Strategy and make recommendations		Examine potential revenue streams		Foster effective communication pathways both internally and externally	
Implement Solar for Strata initiatives	Review commitment to EV Expo..				Develop a ZEN brand strategy	

Progress the concept of an energy hub at Peregian Beach / Marcus Beach	Advocate for, and demonstrate, sustainable transport options for transport that reduce greenhouse gas emissions.					
Advocate for EUAs for residential dwellings, including for low-income households, landlords and tenants						
Examine methodologies for carbon accounting						

See page 8 to follow

## Key Actions

The Strategic Plan is our overarching planning document and guides the work of our working groups and sub-committees.

Specific actions will be progressed through the two working groups and three sub-committees to give effect to the strategies identified in the Strategic Plan

## Monitoring and Evaluation

Our planning and reporting framework is designed to support the implementation of this plan and the realisation of our vision for an emissions free Noosa.

The strategic plan identifies the key measures of our success and the outcomes that we hope to achieve as measured against our two key focus areas (goals) and the strategies we will employ.

Performance against these outcomes will be reviewed, where possible, throughout the year but at least once each year, and reported to enable the Board to monitor progress.

Working groups are encouraged to develop measures of success for their respective projects and activities as outlined in their action plans.

Prepared: August 2023

Email: [chair@zeroemissionsnoosa.com](mailto:chair@zeroemissionsnoosa.com)

Website: [www.zeroemissionsnoosa.com.au](http://www.zeroemissionsnoosa.com.au)

## Appendix: The SWOT Analysis

### Strengths (Internal)

- Committed and experienced Board
- Existing runs on the board
- Existing connections with groups / individuals
- Members and volunteers
- Organisational basics in place
- Large database on emissions reduction information
- Consistent communication capability

### Weaknesses (Internal)

- Over reliance on the ZEN Chair
- Lack of delegation
- Underuse of Board members / volunteers
- Lack of participation in working groups
- Relationship with Council
- Poor records and information management (shared drive / website)
- Lack of financial sustainability
- Failure to engage with others / communications unidirectional
- Lack of "freshness" / pitch



Opportunities (External)

Working with Noosa Council  
Other zero emissions communities e.g. ZEB  
Rewiring Australia (stakeholders, YEF)  
Diversification of funding sources  
Federal / State governments (engagement, advocacy, grants)  
Tap into community sentiment  
Clarify carbon accounting (support)  
Stakeholders (e.g. universities)  
Industry  
Community benefits (financial, environmental, sustainability, health)  
Information sources

Threats (External)

Disbelief within the community  
Current 2026 goal maybe unachievable  
Reputation / credibility  
Too much to do...may get lost  
Taken for granted by Noosa Council; who does what (vis a vis ZEN / Council)  
Funding resources  
Conflict of interest  
ESG (Environmental, Social and Governance)  
Changing government priorities