

Our Strategic Focus

2021

Principal activities

The Green Building Council of Australia (GBCA) leads the sustainable transformation of the built environment through our four key pillars:



WE RATE



WE EDUCATE



WE ADVOCATE



WE COLLABORATE

The activities undertaken by the GBCA under each of these pillars not only support our mission of leading the sustainable transformation of Australia's buildings, cities and communities, they also contribute financially along with membership and sponsorship revenues. These funds enable the organisation to invest in our strategic priorities to ensure we are delivering on our vision and mission.

The principal activities of the GBCA under these pillars are:

Rate	Educate	Advocate	Collaborate
<ul style="list-style-type: none"> Green Star certification – Buildings, Communities, Performance and Interiors National Carbon Offset Scheme (NCOS) Certification 	<ul style="list-style-type: none"> Green Star training TRANSFORM conference Green Building Day Green Star Accredited Professional (GSAP) program Spotlight seminars Webinars 	<ul style="list-style-type: none"> Working with all three levels of government to support our mission through policy Partnering with government to deliver sustainable outcomes through the increased adoption of Green Star and GBCA standards for social infrastructure 	<ul style="list-style-type: none"> Membership Working with our members and industry partners in the delivery of our purpose Sponsorship of GBCA strategic projects and events

2021 Objectives

2021-22 is year three of a three-year strategy. The strategic objectives were aligned to the below focus areas and targets as outlined in the 2019-2022 strategic plan.



CARBON

All new buildings net zero by 2030 and existing buildings by 2050 in line with 1.5C trajectory



HOMES

Develop and pilot a standard for better homes in Australia



SOCIAL INFRASTRUCTURE

Government leadership through the increased adoption of Green Star and GBCA standards for social infrastructure



MEMBERS

Collaborate with members in the delivery of our purpose

Purpose and strategy for achieving objectives

The GBCA's purpose is to lead the sustainable transformation of the built environment, and our vision is to create healthy, resilient and positive places.

The GBCA's strategy for delivering on its objectives is to drive change through the organisation's four key pillars. The key strategic initiatives the organisation has been focused on under each of our four pillars is outlined below. The expected outcomes for each strategic initiative are included.



Rate

Rating tools for buildings, communities and fitouts provide industry with the opportunity to demonstrate a commitment to sustainable building through independently verified ratings with measurable outcomes.

The below table highlights the key strategic initiatives currently underway and their impact

Future Focus

(Update of Green Star rating tools)

- Standards that put industry on a trajectory to achieve our carbon targets
- Ability to measure impact
- Supports advocacy efforts by addressing government needs and expectations.
- Meeting members' needs and expectations of what a sustainable built environment should deliver

Digitisation of tools

- Data driven insights
- Improved customer satisfaction
- Certification process improvements to focus on making sustainability more accessible to a wider audience
- Partnering with complementary organisations and tools to better support members and our mission
- Improved reporting which supports advocacy and research objectives

Homes

(Standard for better homes)

- Entry into the residential sector which accounts for 57% of Australia's built environment emissions
- Standard that sets a vision for better homes in Australia with reduced carbon emissions
- Expanded reach and deliver enhanced sustainability to new partners



Educate

Our education and events program is a key enabler in supporting the GBCA and industry in achieving our mission. We aim to be Australia's leading provider of professional development in the area of sustainability for the built environment.

We will continue to develop a market-relevant professional development program leveraging input from industry, professional services consultancies, learning consultants, universities and online providers.

Our professional development program enables our members and stakeholders to remain at the forefront of standard development and emerging issues. It also provides an avenue for industry to meet, collaborate and share ideas in achieving our common goals.

Green Star training update

- Industry educated on how to deliver sustainable building initiatives that support our mission
- Courses reflect changes captured within Future Focus and targeted to different industry segments
- Industry and members leveraged to become GBCA champions
- Supports our advocacy efforts with government
- Meeting members' needs and expectations of what a sustainable built environment should deliver

Professional development program review

- Adapt the program to reflect updated rating tools and meet customer needs
- Partnerships with complementary organisations
- Increased delivery of content online for greater member accessibility
- Improved customer satisfaction
- Industry is educated and empowered to support delivery of our mission
- Increased enrolments and delegate numbers for courses, events and conferences

TRANSFORM conference and Green Building Day

- Avenue to explore emerging issues and trends with industry
- Key opportunity to engage with members
- Expand reach into new sectors and access to new member opportunities



Advocate

We work with all three tiers of government to influence decision making within the built environment.

Our longer-term objectives are focused on partnering with our government members, including local, state and federal governments, our university members, investors and education providers to deliver value through the use of Green Star in social infrastructure projects.

Working with all three levels of government to support our mission through policy

- Work with government to highlight the built environment's role in supporting liveability, sustainability and economic recovery
- Partner with key organisations like the Property Council of Australia, Australian Sustainable Built Environment Council on proactive thought leadership (Every Building Counts, Building Efficiency for Jobs and Growth)
- Provide input on proposed measures and standards, like the National Construction Code or state and local planning policies to improve sustainability outcomes within Australia, to improve sustainability outcomes within Australia

Partnership efforts focused on government increasing their adoption of Green Star, with a focus on social infrastructure

- Drive increased sustainability impact within the social infrastructure sector which is characterised by schools, hospitals and community facilities
- Enhance understanding of government needs and requirements in Green Star.
- Ensure that government understand the benefits of ensuring sustainability is embedded across their portfolios
- Drive increased Green Star registrations across social and transport infrastructure projects that reflects the value of sustainability assurance across government
- Promotes awareness of best practice so government leadership will support initiatives within other sectors



Collaborate

The GBCA's membership base is a key enabler in supporting the organisation in achieving our strategic objectives. Whilst we are a purpose led organisation, we are also a member-based organisation and members remain a focus in all that we do. Our members provide leadership through their actions in achieving our mission and provide support across all four pillars.

Our goal is to deepen our engagement and collaboration with members in the delivery of our purpose.

We aim to achieve this by delivering a membership strategy that addresses the membership value proposition of our membership base. This includes being clear on benefits received, clear communication of our strategy and how members can support the GBCA in delivering on our strategy.

Deepen our engagement and collaboration with members in the delivery of our purpose

- Grow our membership to support the delivery of our strategic priorities, particularly in homes and through the implementation of the Future Focus program
- Continue to strengthen and communicate our value proposition across membership categories
- Develop new services to reward member engagement with our purpose and strategic plan
- Increased brand awareness of GBCA and Green Star brands that will assist members in promoting their sustainability achievements

Performance against 2020 objectives

Our 2019 report identified the key activities and milestones that were due to be undertaken and achieved during the 2020 financial year. Many of these milestones and objectives are key stages in the journey to achieving our overall strategic objectives. Our progress against these milestones and objectives over the last year is highlighted in the table below.

Strong progress has been made towards our agreed milestones and objectives over the last year. This is despite the emergence of the COVID-19 pandemic in March 2020. We have been able to navigate this uncertain environment without impacting our ability to deliver on our strategic priorities. Continuing to deliver on these priorities into the future remains a key focus and will ensure the organisation is in a strong position when the economy starts recovering.

Status Legend



Performance Against 2020 Objectives

Focus area	Milestones 2020	Status	Comments
Carbon	Baseline target to measure success of roadmap in reducing emissions through the use of World Green Building Council 2030 Commitment.	●	Completed.

Carbon	Carbon positive roadmap embedded within Future Focus strategy and rewarded as innovation in existing rating tools.	●	Completed.
Carbon	Future Focus – Tools in development, including tool digitisation pathway. Consultation in November 2019 with first tool to be released mid-2020 with first phase of the digital delivery of the tool.	●	Green Star Buildings released, digital platform proof of concept developed and approved.
Carbon	Support updates to National Construction Code that were delivered in May 2019.	●	Completed, GBCA represented on national tour to support the updates. Every Building Counts campaign supports delivery of updates to the code.
Carbon	Advocate for Residential National Construction Code with GBCA on National Construction Code technical committee.	●	Ongoing, GBCA on Australian Building Code Board residential technical committee.
Carbon	Consultation paper for communities released in October 2019.	●	Completed.
Carbon	Best practice policy toolkit released in October 2019.	●	Completed, called “Every Building Counts”.
Homes	Draft homes standard released with pilot projects secured.	●	Draft standard launched in August 2020. 7 organisations confirmed interest in pilot program.
Social infrastructure	2019 analysis of barriers and opportunities to adopting Green Star in social infrastructure completed.	●	Ongoing, supported by our “Building to Bounce Back” positioning.
Social infrastructure	Partnering with government schools to increase uptake of Green Star.	●	Ongoing, with Building Queensland adopting a business case based on Green Star ¹ . 2 schools due to

¹ For projects over \$100 million

			submit for assessment by October 2020.
Social infrastructure	Advocacy and guidance document with Infrastructure Sustainability Council of Australia launched	●	Completed.
Members	Grow, retain and engage our members in the delivery of our strategy, and their understanding of our value proposition.	●	Ongoing. Membership strategy completed, being implemented.
Members	Increase in Green Star promotion through plaques, decals and case studies.	●	Incorporated into rebrand project. New brands launched 1 July 2020.
Members	Foundation courses updated and introduction days introduced with senior engagement from GBCA.	●	Courses updated and launched.
Members	Professional development strategy review completed in 2019 and delivered in 2020.	●	Findings presented to Board. Findings being implemented, i.e. new digital offerings.
Members	TRANSFORM 2020	●	Delivered digitally in March 2020.

Objectives for 2021

As the organisation has entered the third year of a three-year strategy our objectives for the coming year have been reset. These new objectives build on the work undertaken to date. These objectives will be used to measure the performance of the organisation over the coming year and are shown in the table below.

Measuring Future Performance

Focus area	Milestones 2021
Carbon	Green Star Buildings: released with digital delivery.
Carbon	Green Star Fitouts: consultation paper drafted.
Carbon	Green Star Performance: Consultation undertaken with industry. Draft credits developed.

Carbon/Members	Digital platform for Green Star Buildings released along with a digital roadmap for the platform.
Carbon/Members	Increase the number of organisations targeting net zero.
Carbon	Measure member achievements towards net zero.
Carbon	Update to Carbon Positive Roadmap to reference precincts.
Homes	Standard released in 2021
Homes	Pilot program launched with a minimum of 7 participants.
Social infrastructure	Thought leadership reports and campaigns aimed at increasing the use of Green Star across social infrastructure.
Social infrastructure	Partnering with government to increase uptake of Green Star. Focus on schools, hospitals and government office developments.
Members	Focus on member needs and continuing to strengthen our value proposition. 80% member renewal rate.
Members	Embed new GBCA and Green Star brands.
Members	Updates to the professional development program based on prior review. Continue to build on digital offerings and additional, relevant content.
Members	TRANSFORM and Green Building Day 2021, delivered as either digital events or a hybrid of digital with some face to face elements.
Members	Manage the organisation through the COVID-19 pandemic to ensure it is in a strong position when the economy recovers.

Strength in governance

The GBCA's board consists of the top directors in property and construction, led by our Chair Susan Lloyd-Hurwitz, CEO of Mirvac. The level of influence and experience on our Board ensures a robust governance framework and that we continue to drive success for the organisation and its members.

The board of the GBCA is committed to high standards of corporate governance, which it considers are critical to business integrity and to maintaining members trust in the GBCA. The GBCA expects all its directors and employees to act with honesty, integrity and fairness.

The key functions of the GBCA board include the following:

- Strategy formulation.
- Monitoring of performance.
- Compliance.
- Risk management.

The board is supported in fulfilling its duties by several board committees. These committees are: Audit & Risk, Nominations & Governance and Remuneration. During FY20 these committees met a total of 11 times. For further information see section 1.10.14.

In addition, the organisation has a robust governance framework in place for the development of the Green Star rating tools. The Green Star governance framework brings together over 160 participants from industry that ensures transparency in the development process and that the Green Star tools are adopted and driven by industry.

This framework is underpinned by the Green Star Advisory Committee. The committee is chaired by director Tanya Cox and has the following responsibilities:

- Oversee the implementation of the GBCA's strategy relating to Green Star.
- Oversee the development of Green Star rating tools and certification process.
- Ensure feedback is received from industry on Green Star and make recommendations to address feedback.
- Ensure balance is made between best practice benchmarks, feasibility and technical rigour in the development of Green Star rating tools.
- Establish and oversee the work of advisory groups to the committee including an industry advisory group and a technical advisory group.
- Ensure the GBCA policies and procedures in relation to Green Star are being regularly reviewed and are followed.
- Other matters as directed by the board.

The Green Star Advisory Committee is supported by the industry advisory group, technical advisory group and expert reference panel. The industry advisory group assists the committee through recommendations on industry feedback and insight into industry activity and trends. The technical advisory group ensures that Green Star remains technically rigorous, flexible and relevant to industry. This is supported by expert reference panels. Expert reference panel members are industry professionals with expertise in specific issues relevant to the ongoing or future development of Green Star.

