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The Benchmarking Tool – Supporting and Assessing Progress against the Adaptation Capability Framework

KE4CAP March 2021

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Overview of the Presentation

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1. Overview of the Adaptation Capability Framework
2. Introduction to the Benchmarking Tool
3. Description of the Benchmarking Working Group
4. Lessons learnt, challenges and opportunities

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The Adaptation Capability Framework - Capabilities

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- An organisation has adaptation '**capability**' that determines its ability to deliver climate adaptation. This is multi-faceted, comprising four adaptation capabilities:

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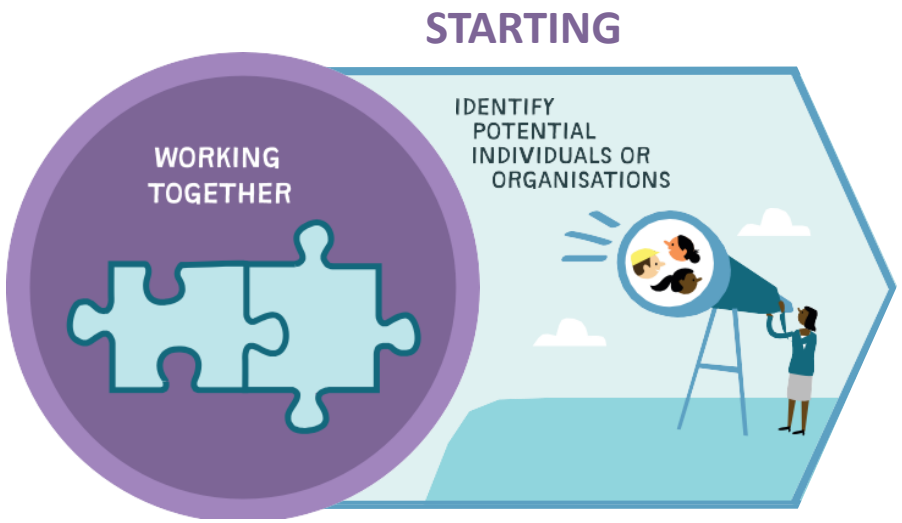
MATURITY STAGES:



An organisation can develop adaptation capability over time.

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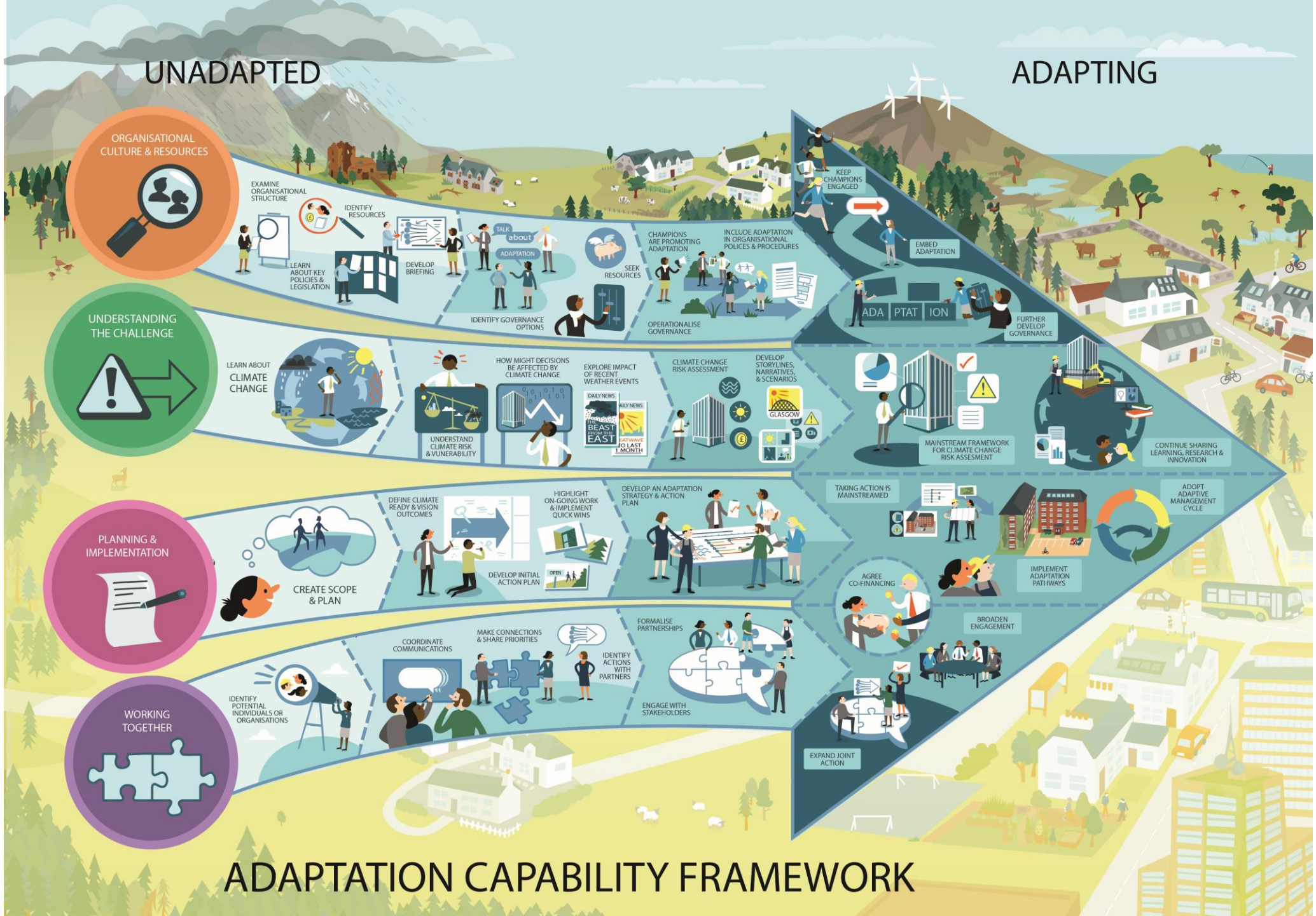
UNADAPTED
ADAPTING
ORGANISATIONAL CULTURE & RESOURCES
EXAMINE ORGANISATIONAL STRUCTURE
IDENTIFY RESOURCES
LEARN ABOUT KEY POLICIES & LEGISLATION
DEVELOP BRIEFING
TALK about ADAPTATION
SEEK RESOURCES
IDENTIFY GOVERNANCE OPTIONS
CHAMPIONS ARE PROMOTING ADAPTATION
INCLUDE ADAPTATION IN ORGANISATIONAL POLICES & PROCEDURES
OPERATIONALISE GOVERNANCE
KEEP CHAMPIONS ENGAGED
EMBED ADAPTATION
ADA PTAT ION
FURTHER DEVELOP GOVERNANCE
UNDERSTANDING THE CHALLENGE
LEARN ABOUT CLIMATE CHANGE
UNDERSTAND CLIMATE RISK & VUNERABILITY
HOW MIGHT DECISIONS BE AFFECTED BY CLIMATE CHANGE
EXPLORE IMPACT OF RECENT WEATHER EVENTS
DAILY NEWS
THE BEAST FROM THE EAST
HEATWAVE TO LAST 1 MONTH
CLIMATE CHANGE RISK ASSESSMENT
DEVELOP STORYLINES, NARRATIVES, & SCENARIOS
GLASGOW
MAINSTREAM FRAMEWORK FOR CLIMATE CHANGE RISK ASSESMENT
CONTINUE SHARING LEARNING, RESEARCH & INNOVATION
PLANNING & IMPLEMENTATION
CREATE SCOPE & PLAN
DEFINE CLIMATE READY & VISION OUTCOMES
HIGHLIGHT ON-GOING WORK & IMPLEMENT QUICK WINS
DEVELOP INITIAL ACTION PLAN
OPEN
DEVELOP AN ADAPTATION STRATEGY & ACTION PLAN
TAKING ACTION IS MAINSTREAMED
ADOPT ADAPTIVE MANAGEMENT CYCLE
IMPLEMENT ADAPTATION PATHWAYS
AGREE CO-FINANCING
BROADEN ENGAGEMENT
WORKING TOGETHER
IDENTIFY POTENTIAL INDIVIDUALS OR ORGANISATIONS
COORDINATE COMMUNICATIONS
MAKE CONNECTIONS & SHARE PRIORITIES
IDENTIFY ACTIONS WITH PARTNERS
FORMALISE PARTNERSHIPS
ENGAGE WITH STAKEHOLDERS
EXPAND JOINT ACTION
ADAPTATION CAPABILITY FRAMEWORK

MATURITY STAGE: STARTING

Your organisation is able to communicate why adaptation matters by linking it to your strategic objectives. You have considered where adaptation fits in your organisation and identified key opportunities to begin your adaptation work – as well as what resources are available to support it.

OC1A Consider how [illegible] fits with your organisation and its objectives

Identify how adaptation supports delivery of your organisation's strategic objectives. Use this to communicate why adaptation matters. You will need to consider where adaptation is best placed in your organisation and start to identify relevant groups and decision making processes.

OC1B Identify resources available for adaptation

Adaptation is a long-term process that will see you undertake many tasks requiring a range of different resources – human, physical, financial, information and intellectual. It is useful to survey resources that already exist within your organisation that will enable you to plan and deliver future work.

MATURITY STAGE: INTERMEDIATE

Your organisation is now prepared to work on adaptation. Leadership has put in place governance arrangements and committed suitable resources to progress with your initial adaptation plans. There is an emerging set of people in your organisation who can see opportunities to deliver adaptation – and may become adaptation 'champions'.

OC2A Secure resources to plan and deliver adaptation

Your organisation will need committed resources – human, physical, financial, [illegible] and intellectual – to progress with adaptation. You need to secure those needed for short-term activities, [illegible] needs. Consider both internal and external sources.

OC2B Engage with colleagues to identify adaptation opportunities and potential 'champions'

Your organisation will (or could) be delivering adaptation through many of its functions. By actively engaging colleagues across your organisation you can identify opportunities to include adaptation in planned work – as well as key people who could become adaptation 'champions'.

OC2C Establish governance arrangements for adaptation

Setting up governance arrangements for adaptation is essential to enable effective decision-making and collaborative delivery across your organisation. Seek approval for an option that works for your organisation – and is able to deliver your adaptation objectives.

MATURITY STAGE: ADVANCED

Your organisation now has governance arrangements in place to deliver adaptation. You are systematically identifying opportunities to include adaptation in plans, policies and procedures. These opportunities are being taken up by emerging adaptation 'champions' across your organisation.

OC3A Identify opportunities to include adaptation in plans, policies and procedures

Take a systematic look across the breadth of your organisation's [illegible] plans, policies and procedures. Think about where you can make the most impact, but also look beyond the 'obvious' to areas that may not have considered climate adaptation.

OC3B Motivate 'champions' and actively promote adaptation across the organisation

Your organisation should openly promote an adaptation agenda both internally and externally. Seek to recognise and empower adaptation 'champions', individuals who can lead the way in your organisation by setting goals, and advocating and resourcing initiatives on adaptation.

OC3C Put governance arrangements for adaptation into operation

An on-going effort is required to implement your approved adaptation governance arrangements. Good governance will provide oversight for a work programme, defines roles and responsibilities, and will have appropriate authority to approve and implement change.

MATURITY STAGE: MATURE

Your organisation delivers a broad range of action on adaptation, which is now being mainstreamed into many plans, policies and procedures. Your governance arrangements are kept up-to-date and are able to reflect changing demands as more people become involved. There is a supported network of 'champions' who continue to lead the way on adaptation.

OC4A Mainstream adaptation into [illegible] organisation's plans, policies and [illegible]

You can reduce reliance on stand-alone adaptation actions (often seen as a burden) by mainstreaming into your organisation's functions. Prioritise actions that will deliver most impact, but also embed adaptation considerations within review/update cycles for a wide range of plans, policies and procedures.

OC4B Develop a network of recognised adaptation 'champions'

As more people become actively involved in delivering adaptation across your organisation, it is important to continue to recognise, support and – to avoid silos – coordinate those who are leading the way as adaptation 'champions'. By developing a formal or informal network you can create space for communication and encourage peer support.

OC4C Review and update governance arrangements for adaptation

Your organisation should periodically review, reflect on and update governance arrangements for adaptation. This will help you take opportunities that arise and account for changing demands as adaptation progresses – as well as respond to any wider changes taking place in your organisation.

	Starting	Intermediate	Advanced	Mature
Organisational Culture & Resources	OC1A Consider how adaptation fits with your organisation and its objectives	OC2A Secure resources to plan and deliver adaptation	OC3A Identify opportunities to include adaptation in plans, policies and procedures	OC4A Mainstream adaptation into your organisation's plans, policies and procedures
	OC1B Identify resources available for adaptation	OC2B Engage with colleagues to identify adaptation opportunities and potential 'champions'	OC3B Motivate 'champions' and actively promote adaptation across the organisation	OC4B Develop a network of recognised adaptation 'champions'
		OC2C Establish governance arrangements for adaptation	OC3C Put governance arrangements for adaptation into operation	OC4C Review and update governance arrangements for adaptation
Understanding the Challenge	UC1A Learn about Scotland's changing climate	UC2A Develop understanding of climate risk and vulnerability	UC3A Develop (scenarios, storylines, narratives) for future climate change impacts and vulnerabilities	UC4A Mainstreaming of climate change risk assessment
	UC1B Learn about climate impacts affecting Scotland	UC2B Consider how you organisation's functions might be affected by climate change	UC3B Undertake strategic climate change risk assessment	UC4B Accessible climate adaptation knowledge that is integrated into internal systems and procedures
		UC2C Explore the impact of recent weather events on your organisation	UC3C Undertake project-level risk assessment	UC4C Actively engaged in sharing, learning, research and innovation
			UC3D Identify knowledge gaps, seek expertise and foster links with research and innovation	
Planning & Implementation	PI1A Identify existing adaptation work within your organisation	PI2A Define strategic adaptation goals, outcomes and/or vision	PI3A Develop a strategic change process for achieving adaptation outcomes	PI4A Adopt an ongoing adaptive management cycle for adaptation planning
	PI1B Consider how you contribute to Scotland's adaptation outcomes	PI2B Identify a range of potential adaptation actions	PI3B Appraisal of adaptation options	PI4B Taking action on adaptation is mainstreamed into your organisation's functions
	PI1C Identify key internal stakeholders for adaptation	PI2C Develop an initial adaptation strategy and action plan	PI3C Develop a comprehensive adaptation strategy and action plan	PI4C Implement pathways for adaptation
		PI2D Take action to deliver adaptation	PI3D Implement a programme of adaptation actions	
Working Together	WT1A Join and participate in relevant professional and/or adaptation networks	WT2A Make connections with external partners	WT3A Begin to formalise partnership working	WT4A Further develop and maintain partnership working
	WT1B Identify relevant groups, partnerships and forums	WT2B Coordinate with partners to deliver initial actions	WT3B Engage a wide range of stakeholders	WT4B Sustain engagement with partners and stakeholders
		WT2C Develop communication and engagement activities with partners	WT3C Implement further joint actions	WT4C Expand a programme of joint actions
			WT3D Join networks and link with peer organisations	WT4D Take a lead in networks and peer organisations

Benchmarking

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- The aim of benchmarking is to:
  - Describe your organisation's current adaptation capabilities and provide a baseline from which progress may be measured
  - Identify your current organisational position within the Adaptation Capability Framework
  - Illustrate what you've already done on adaptation and highlight where improvement is needed
  - Provide a way to understand and track ambitious change
  - Support project planning

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Benchmarking Tool

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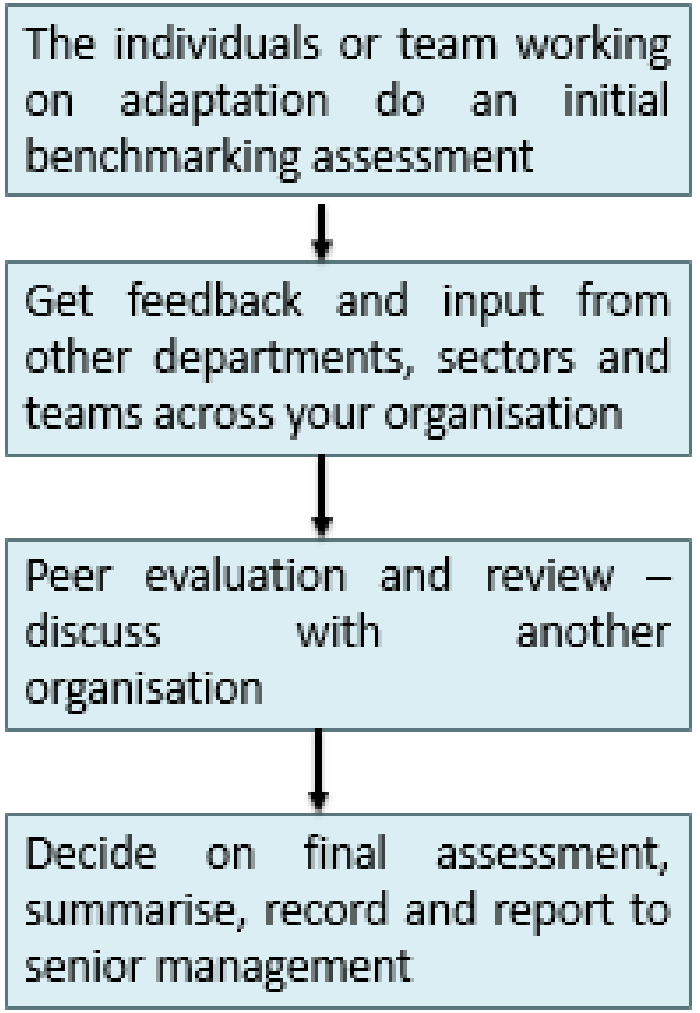
- The benchmarking tool aims to assess the adaptation progress of an **organisation** not an individual employee, team or department.

- It should reflect the current progress on adaptation of your organisation as a whole and should be contributed to by a number of teams, sectors and departments.



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Accessing the Benchmarking Tool

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Home > How to adapt > Your sector > Public sector > Benchmarking

Benchmarking

The Benchmarking Tool helps illustrate an organisation's adaptation journey. It should be used to provide a baseline assessment of your organisation's current adaptation capabilities and how their development progresses over time. It highlights which capability areas the organisation is excelling at and others where more work may be needed. It can aid communication and engagement to show what your organisation is aiming for and the steps needed to get there.

The Benchmarking Tool aims to assess the adaptation progress of an organisation NOT an individual employee, team or department. The tool, therefore, may need to be completed by you or a small group of colleagues initially and then finalised through discussions with management and/or different departments.

The aim of benchmarking is to:

- Describe your organisation's current adaptation capabilities and provide a baseline from which progress may be measured
- Identify your current organisational position within the Adaptation Capability Framework
- Illustrate what you've already done on adaptation and highlight where improvement is needed
- Provide a way to understand and track ambitious change
- Support project planning

The Benchmarking Tool was revised following user feedback and updated August 2020. Download the latest version here.

Adaptation Scotland hosts a Benchmarking Working Group to support public bodies in using the Adaptation Capability Framework and benchmarking progress. Find out more about the group's members and activities here.

https://www.adaptationscotland.org.uk/how-adapt/your-sector/public-sector/benchmarking

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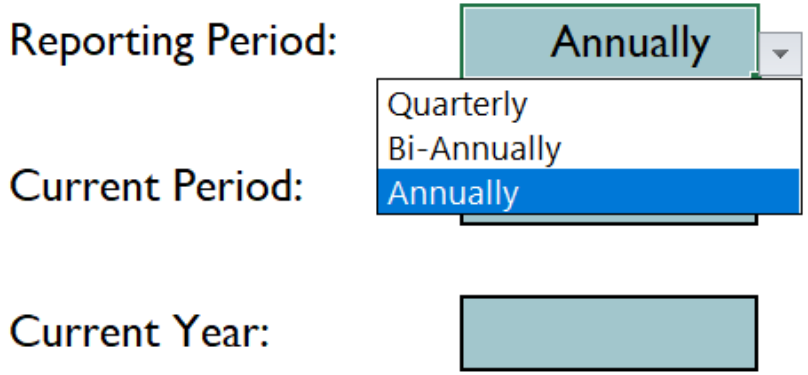
The Benchmarking Tool

Preliminary Questions - to complete BEFORE benchmarking

Organisation Name:	
Organisation Code:	
Organisation Sector:	
City/Region:	
Reporting Period:	Annually
Current Period:	
Current Year:	



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Organisations consider what maturity they are currently at for each capability by comparing to description of each maturity stage

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Maturity Stage: 1. STARTING

Description of how capability is displayed by organisation at this stage:

Your organisation is able to communicate why adaptation matters by linking it to your strategic objectives. You have considered where adaptation fits in your organisation and identified key opportunities to begin your adaptation work – as well as what resources are available to support it.

Progress Level:

How accurately does the description of an organisation at that maturity stage reflect your current organisational situation? Please provide an assessment on a scale of 0-3 where 0 indicates your organisation does not display or illustrate any of the traits or characteristics described in the summary box at all and 3 meaning that your organisation currently matches the description provided accurately.

Annually	2020	2021	2022	2023
Score				

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Assess progress against tasks

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Task Code	Task Description	Is this task relevant for you?	Are processes in place to undertake task?	Start Date (Optional)	Resource Required (Optional)	Tasks Required (Optional)	No. Days Required (Optional)
OC2A	Secure resources to plan and deliver adaptation			dd.mm.yy			
OC2B	Engage with colleagues to identify adaptation opportunities and potential 'champions'			dd.mm.yy			
OC2C	Establish governance arrangements for adaptation			dd.mm.yy			

Yes	Your organisation has established processes and ongoing actions for this task
Partly	Some initial efforts have been taken towards the identified task but more work is required
No	You have not started or considered this task

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Record further detail on progress against tasks

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Evidence to justify progress	Learning (what worked well and what could be better)	Other thoughts / comments for each individual task

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Results Visualised

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Scotland Adapts: A Capability Framework for a Climate Ready Public Sector

Summary Visual of Benchmarking Results across all Capabilities

	1. Starting	2. Intermediate	3. Advanced	4. Mature
Organisational Culture & Assets Progress Level...	OC1A Examine the Structure & Priorities of your Organisation	OC2A Secure resources to plan and deliver adaptation	OC3A Identify opportunities to include adaptation in plans, policies and procedures	OC4A Mainstream adaptation into your organisation's plans, policies and procedures
	OC1B Identify resources available for adaptation	OC2B Engage with colleagues to identify adaptation opportunities and potential 'champions'	OC3B Motivate 'champions' and actively promote adaptation across the organisation	OC4B Develop a network of recognised adaptation 'champions'
		OC2C Establish governance arrangements for adaptation	OC3C Put governance arrangements for adaptation into operation	OC4C Review and update governance arrangements for adaptation
Understanding the Challenge Progress Level...	UC1A Learn about climate trends and projections	UC2A Develop understanding of climate risk and vulnerability	UC3A Develop (scenarios, storylines, narratives) for future climate change impacts and vulnerabilities	UC4A Mainstreaming of climate change risk assessment
	UC1B Learn about climate impacts affecting Scotland	UC2B Consider how your organisation's (decisions / functions) might be affected by climate change	UC3B Undertake strategic climate change risk assessment	UC4B Accessible climate adaptation knowledge that is integrated into internal systems and procedures
		UC2C Explore the impact of recent weather events	UC3C Undertake project-	UC4C Actively engaged in sharing, learning,

Not Applicable
Relevant - Ongoing
Relevant - Complete
Relevant - Not Started

Not Applicable
Relevant - Ongoing
Relevant - Complete
Relevant - Not Started

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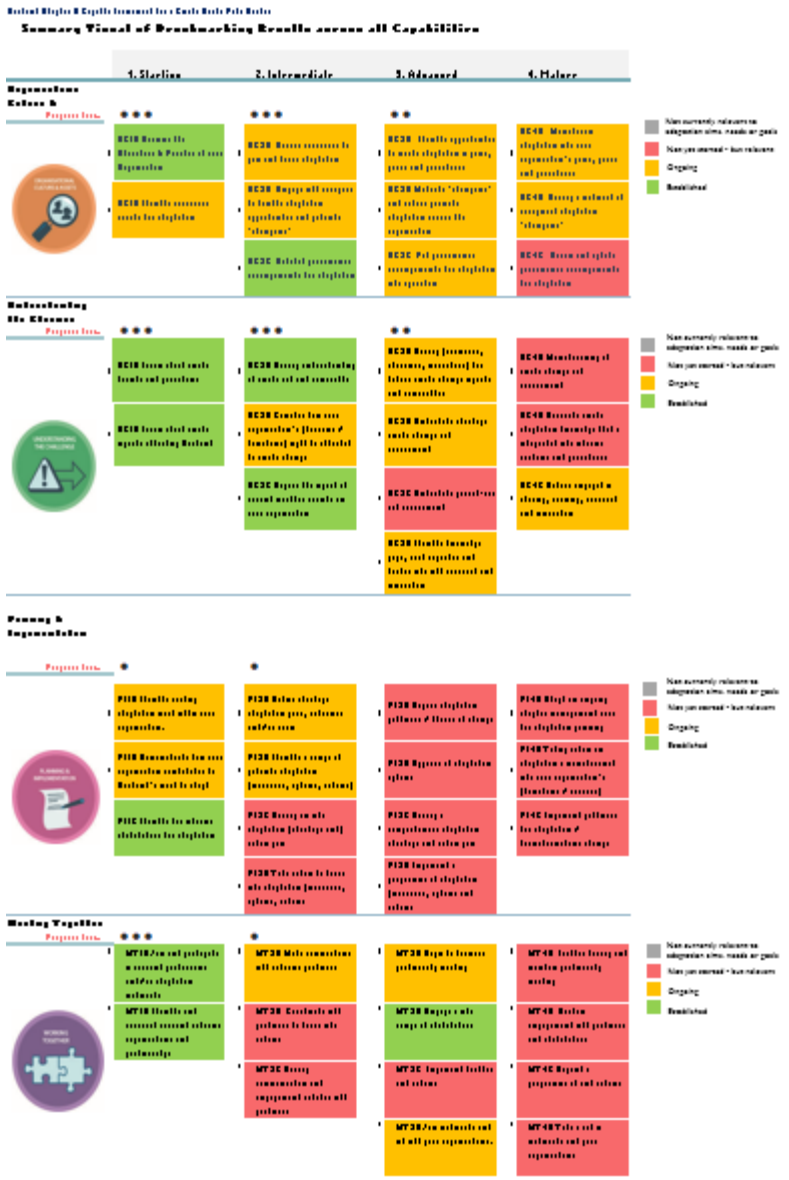
Benchmarking Progress

July 2019



August 2020

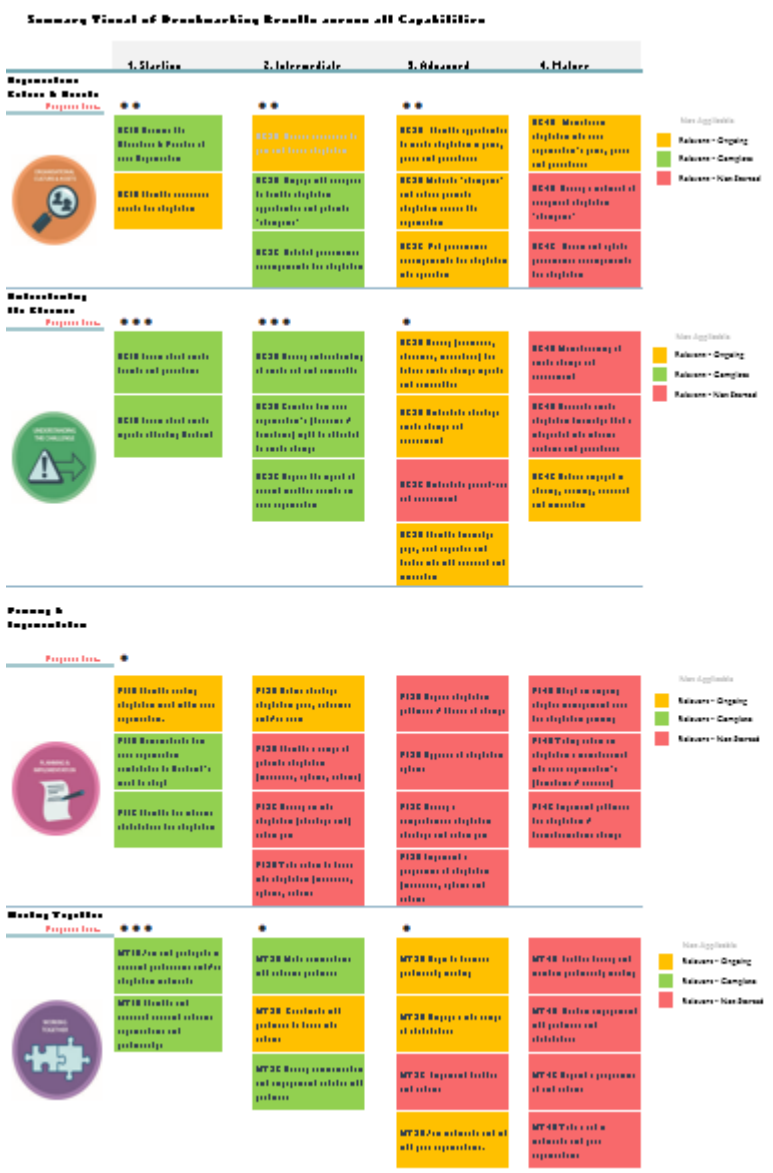


Tableau Visualisation – Beta Version

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tableau public | GALLERY | AUTHORS | BLOG | RESOURCES | ACTIVITY | ABOUT | SIGN UP | SIGN IN

Adaptation Scotland - Profile | Favorite | Explore (Beta) | Download

Adaptation Capability Framework - Benchmarking Progress in Scotland's Public Sector

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Pick Your Sector

Educational Institutions | Integration Joint Boards | Transport Partnerhips | Others | Local Government

Pick Your Section

Organisational Culture & Resources | Planning & Implementation | Understanding The Challenge | Working Together

Organisational Culture & Assets helps you examine and measure your organisational structure, to identify the resources available and compare them to what you need to deal with climate change. Further, it helps set up the structure and culture to help you promote and adapt to climate change in the future.

Select Your Company Code

BLT

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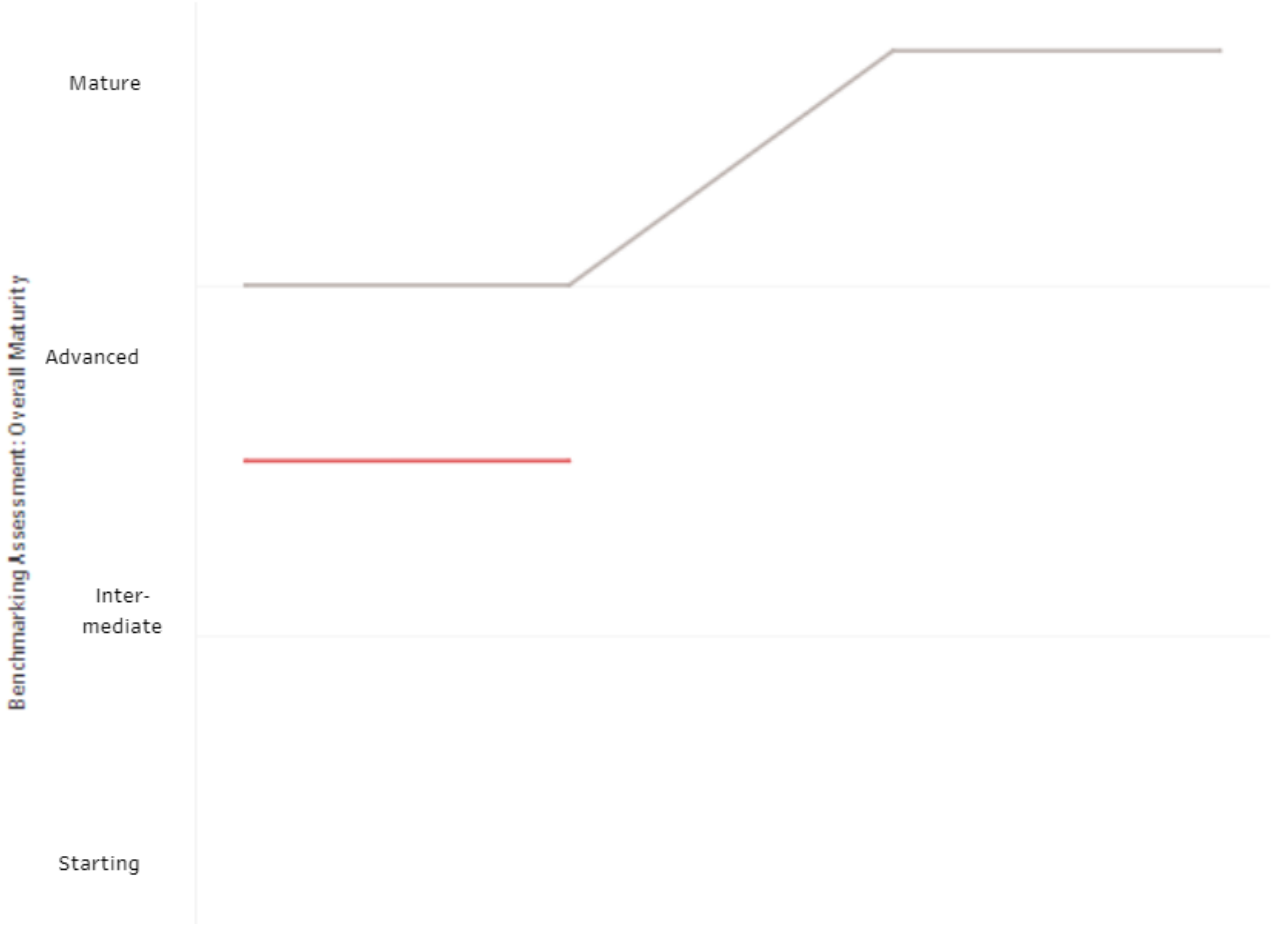
See your progress over time (and in comparison to other **anonymised** public bodies)



Task Overview

Relevant Tasks With Processes In Place - Relevant Tasks With Processes Partly In Place
Relevant Tasks Without Processes In Place - Taks Are Not Relevant

	Q1 2020	Q2 2020
Maturity Stage: Mature	OC4A	OC4A
	OC4B	OC4B
	OC4C	OC4C
Maturity Stage: Advanced	OC3A	OC3A
	OC3B	OC3B
	OC3C	OC3C
Maturity Stage: Intermediate	OC2A	OC2A
	OC2B	OC2B
	OC2C	OC2C
Maturity Stage: Starting	OC1A	OC1A
	OC1B	OC1B

Benchmarking Working Group

Working Group Activities

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- **Collective group actions:**
  - Bi-annual working group meetings
  - Thematic Workshops
  - Monthly Drop-In Calls

- **Individual Member activities:**
  -Quarterly Reflective Learning Reports
  -Submission of Completed Benchmark Assessments

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Reflective Learning

What are the key principles of using a learning log?

- **Record information AND impressions** - This log should be a space to compile information on activities, tangible things like what happened and what was done, but it also offers the opportunity for you to reflect on your impressions and feelings.
- **Complete it regularly** - Written inputs should be made throughout the process not 'in one go' at the end. The Working Group agreed that members record entries at least once a month.
- **Be timely and honest** - Try and record entries close to the time of the event so that your recollection or reflection is not distorted or influenced by time and all the important aspects are captured openly and truthfully.
- **Make it personal** - A learning log contains your record of your experiences, thoughts, feeling and reflections. There is no right or wrong answer. Results will be unique to you. Remember all findings will be anonymised

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TEMPLATE [copy and paste table for each entry]

Time frame for diary entry: (DD/MM/YEAR – DD/MM/YEAR)

Activities/ Events: In relation to adaptation activities describe what happened, who/ what was involved, and what you did over the past month (or since your previous learning log entry). *[Please consider the following questions for each activity/ event if relevant]*
Motivations: Why did you do this? What were you aiming to achieve and why is this important (on a personal and organisational level)? If these activities explicitly aimed at developing a capability or task from the framework please identify this.
Outcomes: Did this lead to anything tangible? *[e.g. identifying next steps, specific outputs such as new materials or evidence developed]*
Your views: How did it go? What went well and what didn't? Why?
New insights: Did this event or activity provide any new insights/ understandings?
Informing your activities: Will these insights be useful to inform your future activities? How?
Enablers and Barriers: What internal or external processes/stakeholders/decisions have aided OR restricted your adaptation activities and why?
Additional considerations: Do you feel anything else could have helped influence this activity/ event to better contribute to developing your organisation's adaptation capabilities?

Emerging Themes from Submitted Learning Logs

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- Many organisations have had **resources (staff and financial) for adaptation diverted/reduced due to COVID**
- **Shared frustrations** of not being able to report more adaptation progress in Public Bodies Climate Change Reporting Duties
- Multiple members noted that they **felt they and colleagues are 'speaking different languages'** in relation to climate change, however found tips from Susanne Moser's workshops useful in addressing
- Activities ongoing to provide **updates on Benchmarking progress at SMT/ Leadership Team/ Climate Change Group meetings to keep adaptation 'on the agenda and radar' of senior colleagues**
- **Engaging and collaborating with other public bodies was highlighted as beneficial for identifying joint projects and learning from each other**
- **Adaptation champions** in various forms being established – sustainability pioneers, climate champions

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Case Study Example – Forestry and Land Scotland

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- Figure out what is right for your organisation. The Framework is comprised of 50 tasks – it is important to realise you do not have to hit every single one of them straight away. **Take time to consider what your organisation has already done on adaptation (and celebrate that), understand your organisational objectives and adaptation aims and figure out which capability tasks support you to get there. Undertaking a Benchmarking workshop helps identify what is relevant for your organisation and helps track progress over time.**

- Let colleagues know what you are doing – provide regular updates. Be honest in benchmarking. **It's OK to find out that your organisation hasn't already made much progress – the important thing is to ensure that you're heading in the right direction from where you are now.**

Forestry and Land Scotland
Coilltearachd agus Fearann Alba

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Dundee City Council
www.dundeecity.gov.uk
CHANGING FOR THE FUTURE

The Council has joined Adaptation Scotland's Benchmarking Working Group comprising a group of public sector organisations actively using their adaptation capability framework and benchmarking adaptation progress, developing case studies and sharing good practice in order to improve climate adaptation strategies in Scotland.

SFRS have utilised the materials and support provided by Adaptation Scotland to assess and benchmark the Service's maturity against the Adaptation Capability Framework. The Service has undertaken the Strategic Climate Change Risk Assessment to evaluate the vulnerability of SFRS to climate risks and to outline mitigation measures.

East Dunbartonshire Council

2(b) How is climate change action managed and embedded by the body?
Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body's senior staff, departmental heads etc. If any such decision-making sits outside the body's own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body (JPEG, PNG, PDF, DOC)
Climate change action continues to be strategically encouraged across the organisation via the annual Business Improvement Planning (BIP) production process. The BIP Corporate Guidance document, which requires all services to document their plans for addressing climate change, was refined during 18/19 to allow more meaningful information to be gathered; this included asking services to identify potential negative impacts as well as positive ones. The checking process for draft BIPs was also improved, allowing better identification of issues to address in the following year. As previously reported, the Council's Policy Development Framework has served as another mechanism for strategically encouraging climate change considerations to be embedded into new (policy-related) activities, including through the Strategic Environmental Assessment (SEA) process. During 18/19, work continued in relation to the review of Policy Development Framework and re-naming it as the Impact Assessment Guide, for approval early in the 19/20 reporting year. These changes were undertaken to provide a clearer, more streamlined system and to strengthen provisions throughout the process of policy development and approval. The CMOG continued to provide a further governance/decision-making mechanism in 18/19, with key services across the Council collaborating to record and reduce carbon emissions. The 'Healthy Environments' group, established between the Council and the East Dunbartonshire Health and Social Care Partnership during 17/18, continued to operate in 18/19, providing a forum for partners to collaborate on issues spanning the climate change and health agendas, including active travel and nature-based solutions to mitigation and adaptation. At the Glasgow City Region level, the Council participates in and contributes financially towards the Climate Ready Clyde partnership, co-ordinated by Sniffer and hosted by Clydeplan. Climate Ready Clyde plays an important role in promoting collaboration between public sector bodies on adaptation and promoting a shared agenda to address adaptation within the City Region. The partnership is also represented on the Land Use and Sustainability Portfolio Group of Glasgow City Region, which is led by East Dunbartonshire Council. This provides a key link between the work of the partnership and of Glasgow City Region, facilitating consideration of the climate change adaptation issues in relation to key investment decisions in the City Region. During the reporting year, the close relationship between Climate Ready Clyde and the City Region's Land Use and Sustainability Portfolio Group was illustrated by the Council's Chief Executive giving a keynote speech at the launch event for the Climate Ready Clyde Risk and Opportunity Assessment, and his involvement in the launch event for Adaptation Scotland's Adaptation Capability Framework.

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Challenges & Opportunities

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- **Benchmarking process enables engagement within an organisation** to understand and plan adaptation action

- The assessments and working group feedback **highlights where organisations require further assistance and where Adaptation Scotland can support**

- **Outstanding need to consider alignment of M & E at different scales** – including intervention, organisation and national level

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Thanks!

If you have any further questions, contact us at AdaptationScotland@sniffer.org.uk

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