



CLIMATE
SENSE

Resilient Organisations Project

Phase 2: PACT Self-Assessment Pilot

Report to Climate South East

March 2010

Overview of the CSE Resilient Organisations Project

Climate South East's Resilient Organisations Project, which Climate Sense has been delivering since September 2008, has reached the end of its second phase, in which we piloted the online PACT Self-Assessment process.

The main objective of the Resilient Organisations project is to use the PACT process to improve the adaptive capacity of organisations throughout the region using Climate South East as the vehicle. The PACT Process began its life during the EU-funded ESPACE Project, where it was developed by Alexander Ballard Limited as part of Hampshire County Council's contribution. Climate Sense's Director has been very closely involved in PACT's development and its application from the outset. Climate South East has also been involved in a number of valuable ways in the development of PACT, from the ESPACE Project right through to this pilot.

In 2008/2009, Climate Sense conducted PACT trials within CSE using an Appreciative Inquiry peer-to-peer review process designed to develop the expertise to apply and spread the process between CSE members. This approach proved successful in providing valuable capacity building support to the members who were involved. Feedback was extremely encouraging. However, this approach had its limitations. Some organisations found it to be too time- and resource-intensive to allow participants to conduct full reviews in other member organisations. The process was also found to be particularly vulnerable to loss of continuity if those individuals involved moved on to other roles/jobs during the life of the reviews (which could span a number of months).

This phase (Phase 2) of the project (Feb 2010 to March 2010) has therefore focussed upon piloting a new and far less resource-intensive PACT approach. The new approach involves using a web-based self-assessment, where members of a given organisation fill in their responses to a series of questions.

Participating CSE Member Organisation in Phase 2

- Crawley Borough Council
- Forestry Commission {Alice Holt Forestry Research}
- Kent County Council
- Surrey County Council
- Hadlow College
- National Energy Foundation
- East Sussex County Council
- Portsmouth City Council
- Natural England (South East Office)
- Hastings Borough Council
- Eastleigh Borough Council

We are delighted that the CSE members who have taken part in this stage of the project have provided us with encouraging feedback about the online self-assessment. As with any pilot, there were a few minor teething issues with the functionality of the tool, but the process was quickly modified to accommodate the comments of those using it and in the end produced great results.

Based on the answers provided by participants, we have gathered enough information to make the assessments for all but one organisation. We need to consult further with this organisation to ensure full coverage of the “Operational Management” Pathway before we can conclude. This pathway for that particular organisation has therefore been left blank in the graphs below, but will be updated when we have the required information.

Funding for this stage of the project has been available specifically for assessing capability with regard to climate change adaptation. However, every participating organisation has indicated to us that it would be interested in doing a similar exercise for climate change mitigation, and we are keen to accommodate this. Any additional work will complement this project, and even though some of this activity may therefore sit outside of the Resilient Organisations Project, both pieces of work will contribute to a Climate South East programme. This has been agreed already with Climate South East.

Project Results

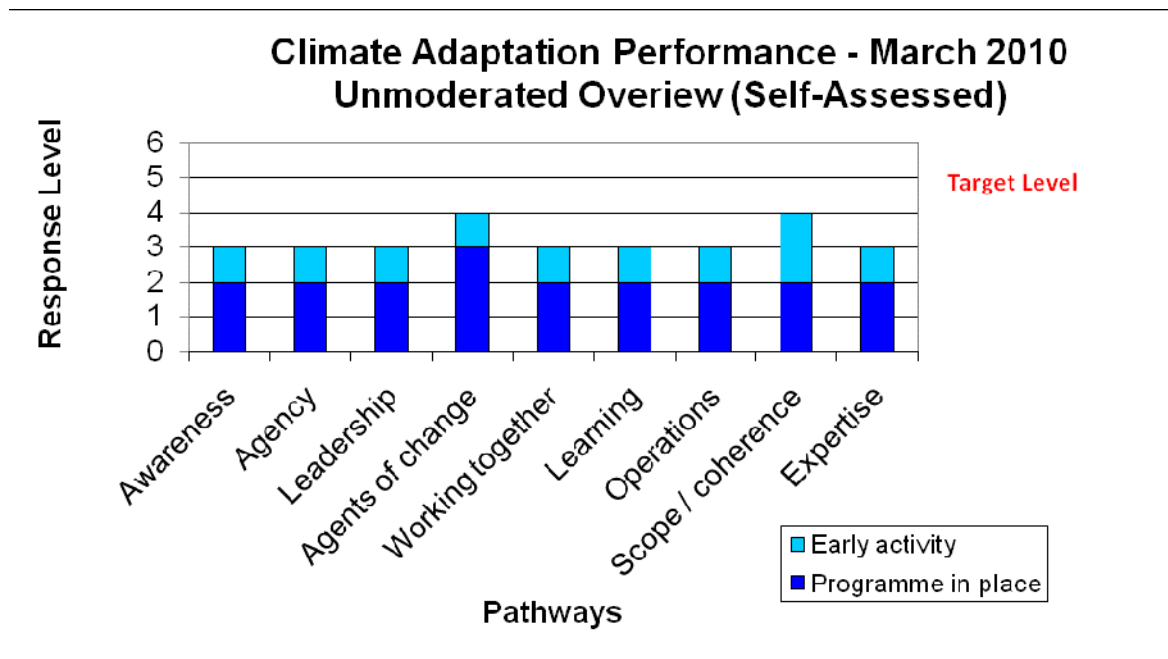
We have successfully managed to reduce the time commitment to a much more manageable level for participating organisations. Whereas the full PACT review required days of the organisations’ time, this self-assessment typically takes just an hour or so.

Responses to the questionnaire were analysed to provide a PACT scoring (please see graphs in next section of this report), which in turn informs a PACT report. The reporting process still involves some level of expert input, and expertise in this area continues to be developed within CSE’s management for future reviews.

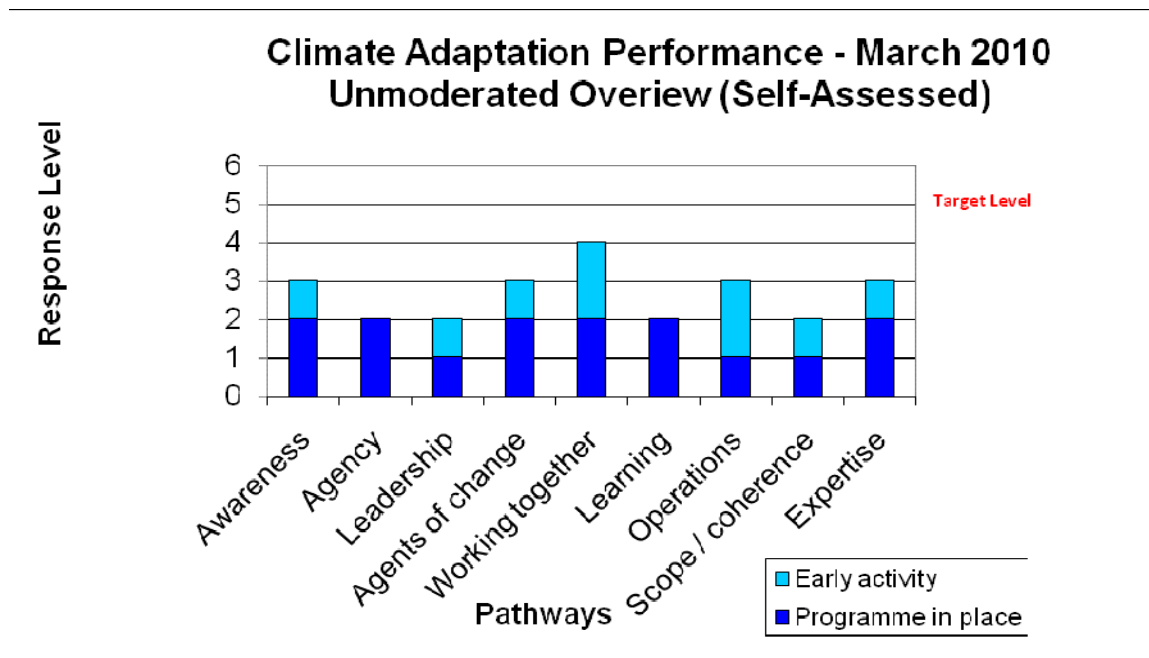
The report is designed to be of direct value to the participant organisation, helping them review their climate change adaptation programme and develop their capability to improve. This will be tested in the next phase of the project. However, the findings of the reviews are also being used by CSE to help develop its regional programme.

CSE will keep the information confidential unless prior permission is granted by the participating organisation. The organisations involved in this report have simply been assigned a letter (A, B, C, etc.) for reasons of anonymity. The alphabetical order of these in no way reflects the order in which the organisations are listed earlier in this report.

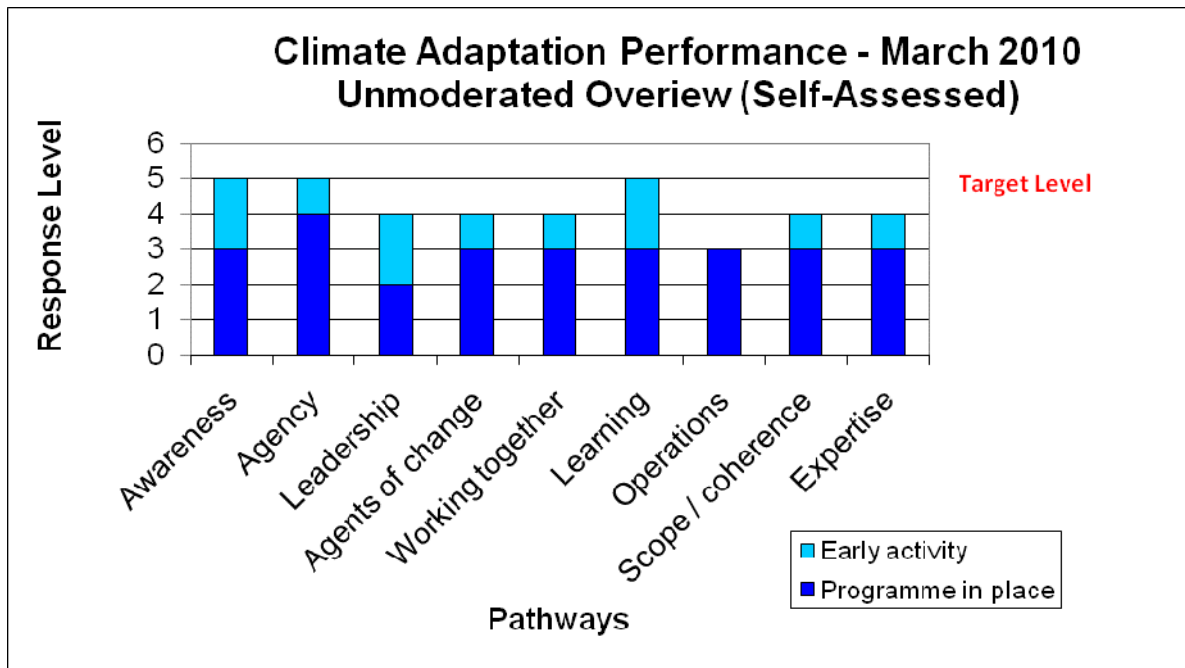
Organisation A:



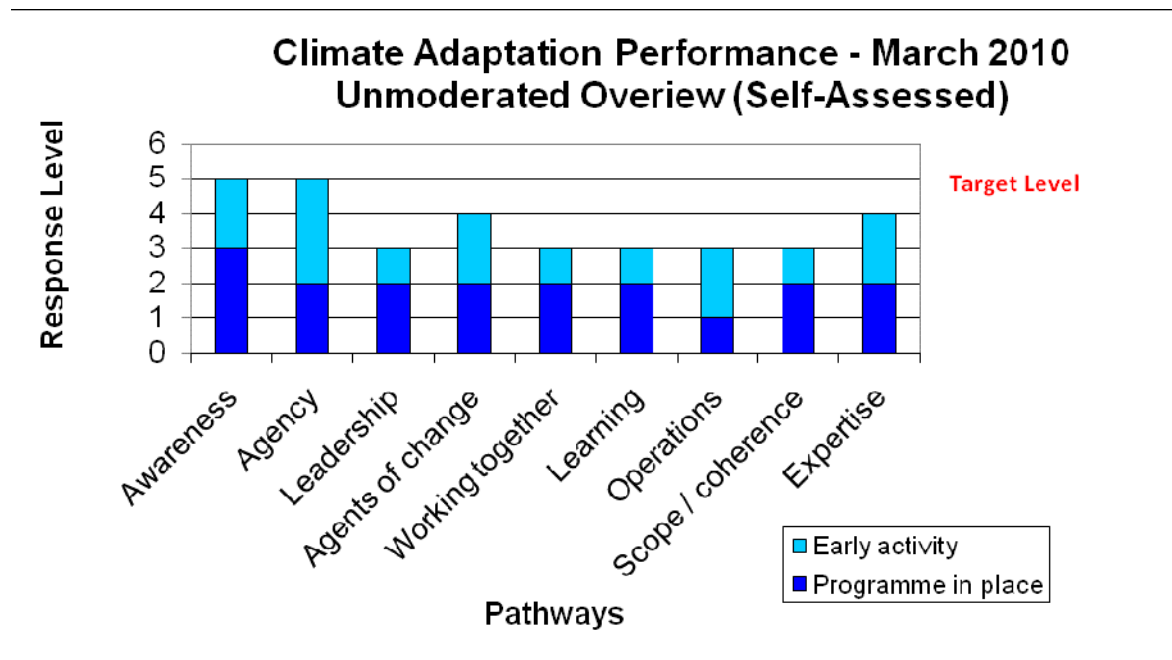
Organisation B:



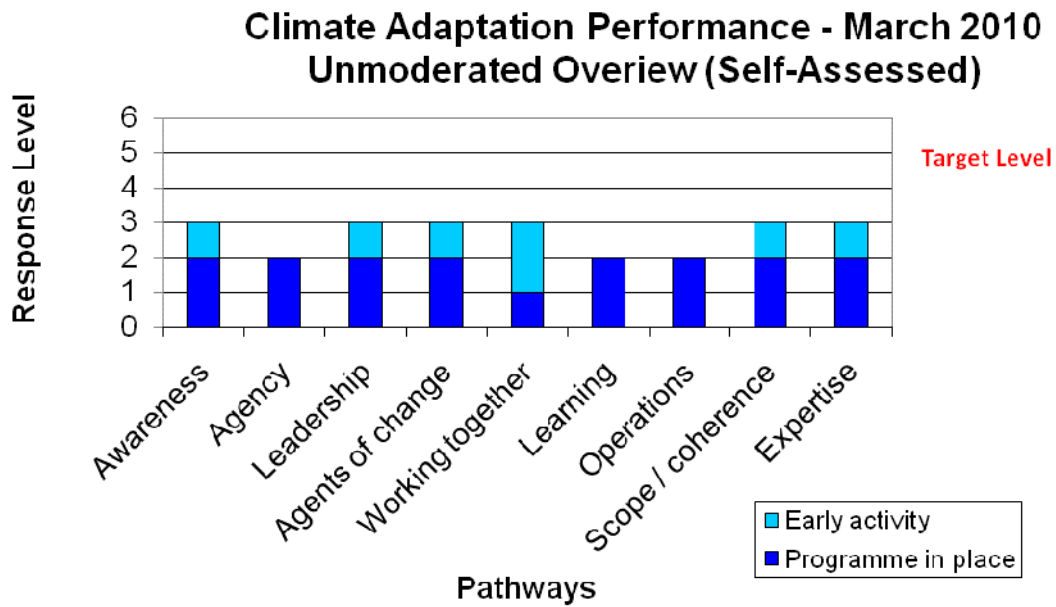
Organisation C:



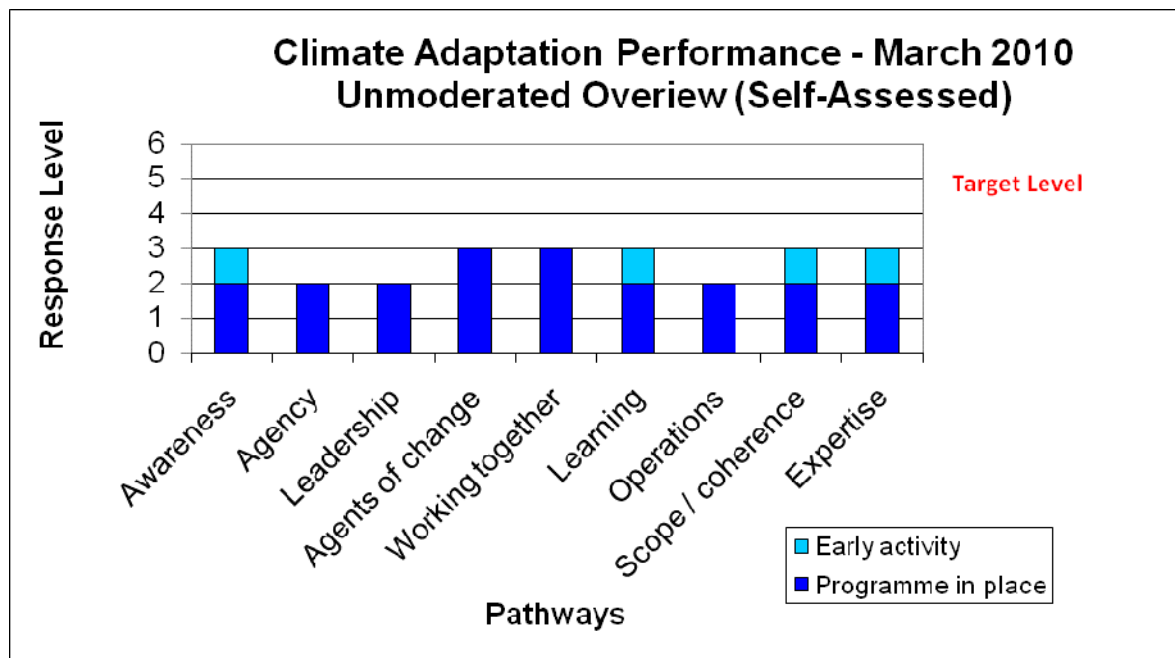
Organisation D:



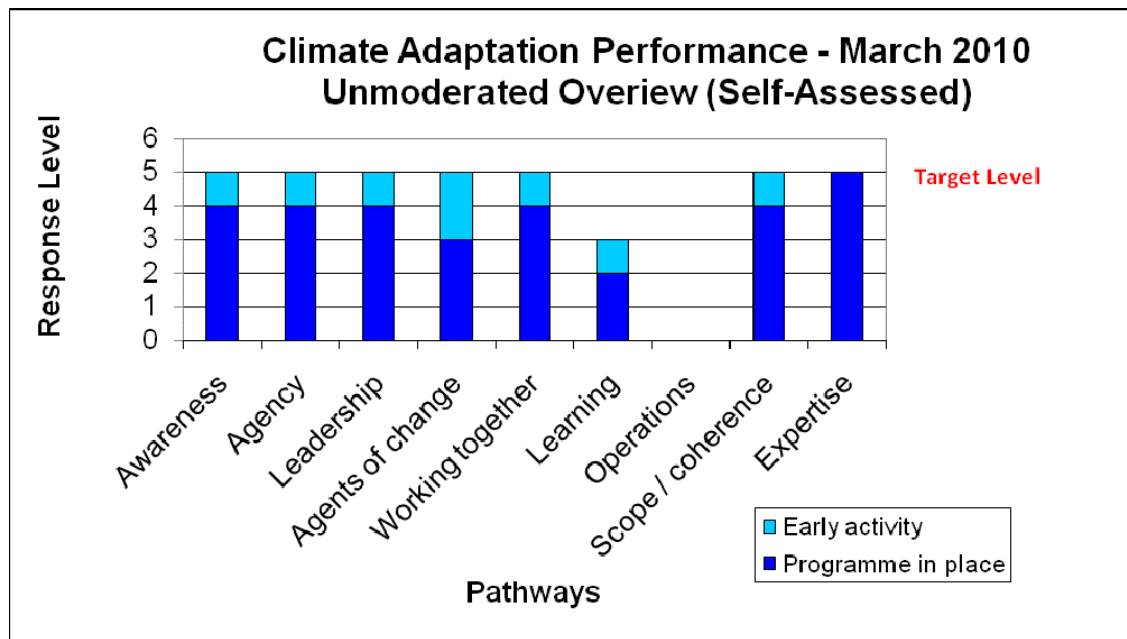
Organisation E:



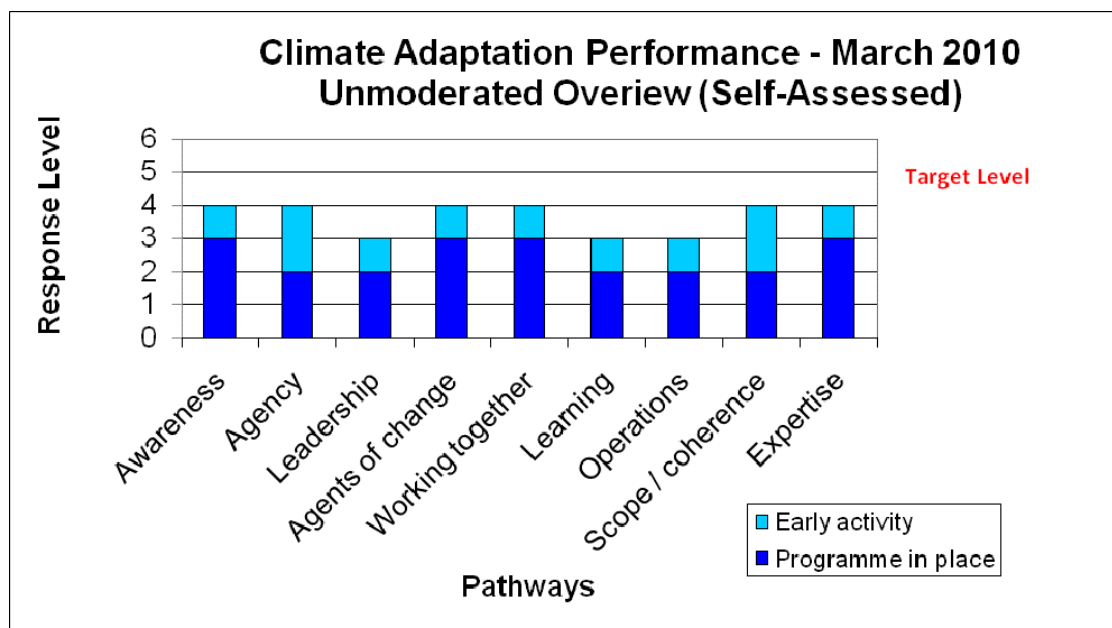
Organisation F:



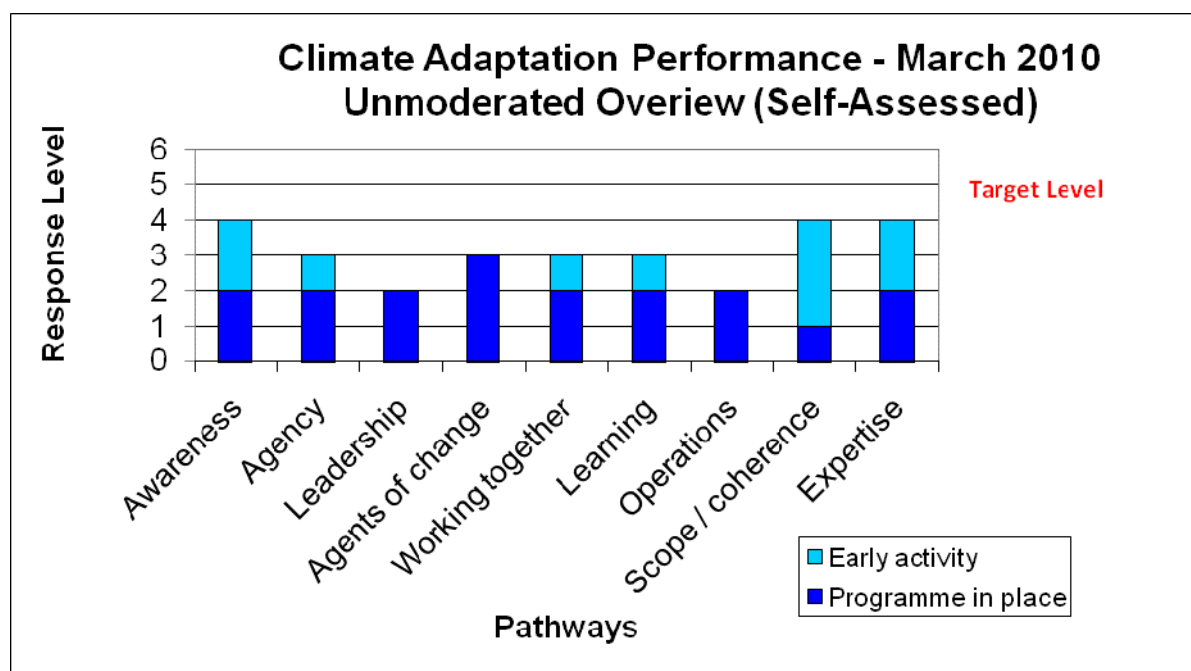
Organisation G:



Organisation H:



Organisation I:



Organisations K and L:

Due to unexpected end-of-financial-year time constraints in these two organisations, they were unable to submit their assessments in time for inclusion in this report. However, one of these organisations has already completed its assessment and we hope to receive the remaining one soon. We will submit the results of these to CSE as soon as we have processed them.

Pathways Comparison Analysis

The information contained in the graphs above is being used to inform a programme for CSE. This is achieved by analysing each pathway to profile how each organisation is performing on that pathway. This collective information can then be used to identify which organisations have valuable experience to share with other organisations.

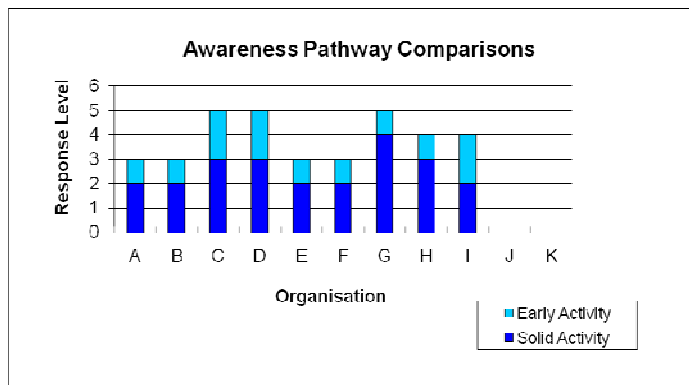
This is not done by simply determining who is ahead of whom and pairing them up. It is essential that any partnership working is targeted in a way that is meaningful to the organisations concerned. It is far more effective for organisations that are facing similar change challenges to explore ideas together. For example, if we bring together two organisations, one operating at high response levels, and the other at significantly lower response levels (i.e., more than one response level between them), experience shows us that they are unlikely to have very productive conversations. Likewise, bringing together organisations who are responding to the challenge at exactly the same response levels is unlikely to produce optimum results. The key is to bring together organisations which are

one response level apart—and thus can appreciate each others’ strengths and challenges—and explore opportunities to collaborate.

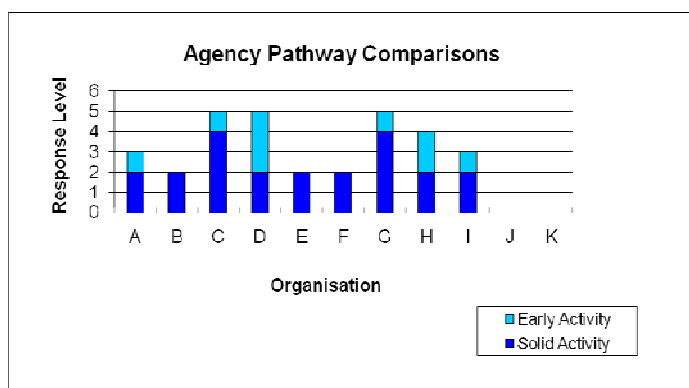
The PACT reports themselves contain information on what an organisation is doing and not doing at each response level on each pathway, and this provides a basis for sharing good practice examples. PACT therefore not only pinpoints which organisations should be working together, but also provides the ‘common language’ for any collaboration.

Pathways Comparison Graphs

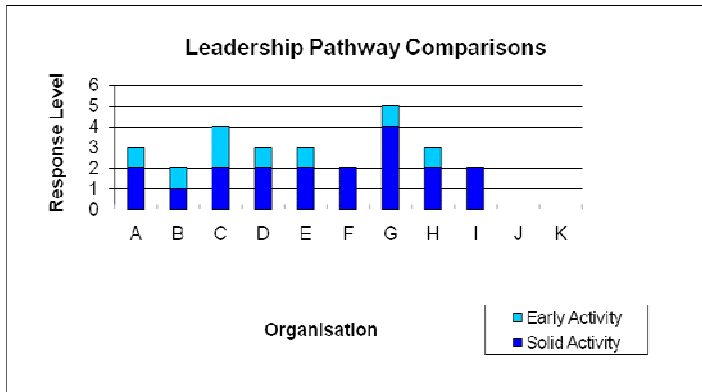
Awareness Pathway:



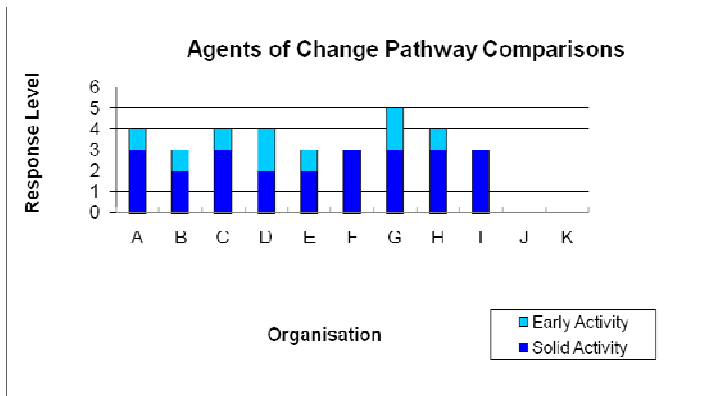
Agency Pathway:



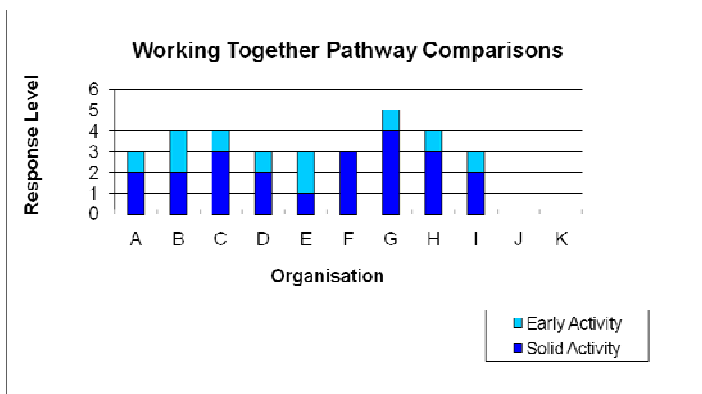
Leadership Pathway:



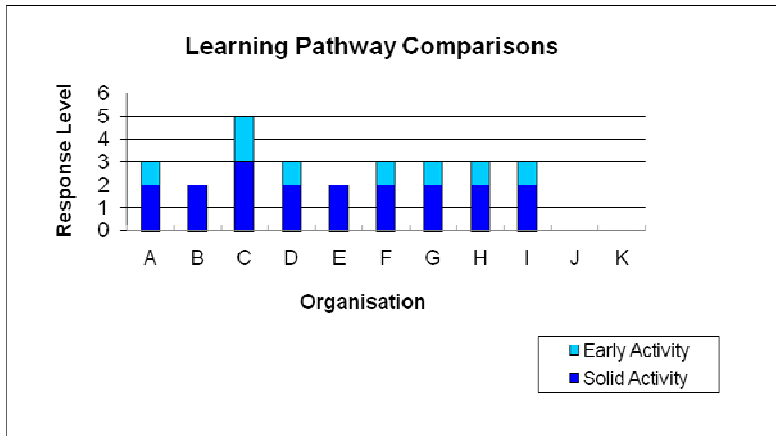
Agents of Change Pathway:



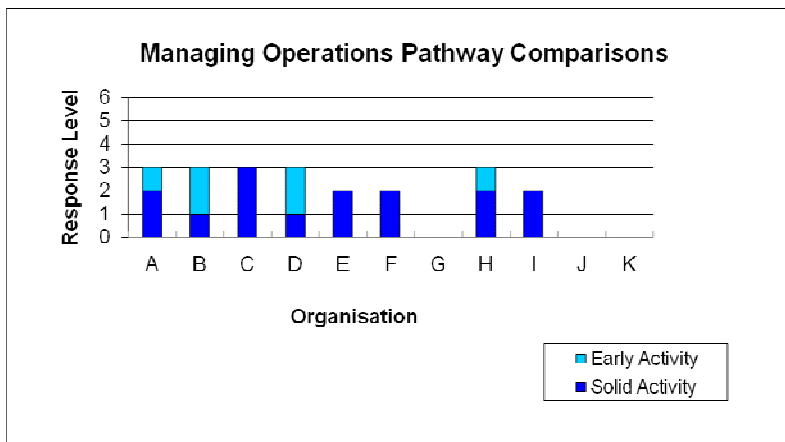
Working Together Pathway:



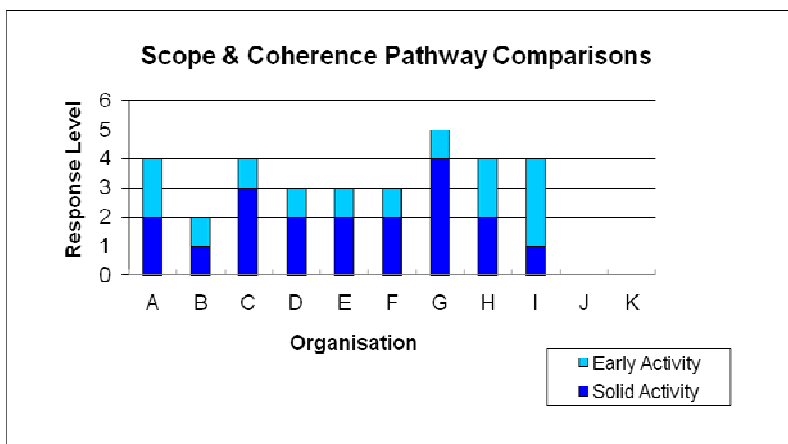
Learning Pathway:



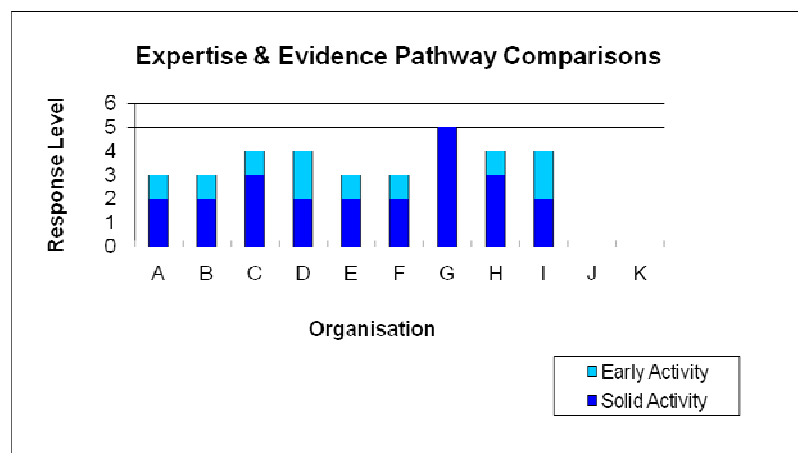
Managing Operations Pathway:



Scope & Coherence Pathway:



Expertise and Evidence Pathway:



The Pathways Comparison Graphs inform CSE how to develop a programme that is targeted at capitalising upon the experience within the partnership. As mentioned previously, PACT is designed to focus on reviewing and developing organisational capabilities to address climate change issues. This capacity building can now therefore be developed at an inter-organisational level throughout the CSE membership and beyond.

With this focus on capacity building, CSE is now able to develop a meaningful programme with its partners in terms of matching agendas and experience and promoting the sharing of good practice between them.

Some working examples for CSE Programme Development

Through analysing the organisational trends that are depicted in the Pathways Comparisons Graphs, optimum opportunities for collaborative working are identified. Some examples of these are given below. Many more examples and opportunities can be identified through this process, and these will be explored in the future with the relevant CSE organisations. The list below is in no way comprehensive, they are merely intended to illustrate the process:

- Awareness Pathway - Organisation G has a lot in common, and a lot to share, with organisations C, D & H (as G is one solid RL higher than the others)
- Awareness Pathway - Organisation H would make a good match to explore ideas with Organisations A, B, E & F (as H is one solid RL higher)
- Leadership Pathway – Organisations A, D, E and H are all facing a similar transition challenge between RL2 and RL3. However, Organisations C and G could have productive collaboration. Organisation C could then bring back any learning to Organisations A, D, E and H (i.e., organisation C could potentially bridge the gap between the lower and higher levels).
- Agents of Change Pathway – Here we see that the transition between RL3 and RL4 has not yet become fully consolidated by any of the organisations, despite some early activity at

higher levels in Organisation G. Organisations A, C, G, H and I could benefit from working with Organisations B, D, and E. Perhaps the work of Organisation G can provide the area of exploration that identifies the breakthroughs in progress.

- Working Together Pathway – Shows a mixture of responses that are faced with the transitions from RL1 to RL2, RL2 to RL3, RL3 to RL4, and RL4 to RL5. This provides a plethora of opportunities to share learning.
- Scope & Coherence Pathway – Organisation C is clearly able to provide some valuable tips on how they have developed their programme that could prove invaluable to Organisations D, E and F

Next steps

CSE will now be moving into a phase of developing actions such as those bulleted above.

There are a number of approaches that could be used for this collaborative working, from telephone conferences and online seminars, to interactive workshops, etc. We will be seeking recommendations from the CSE members to explore the approaches they feel would be most appropriate and valuable to them.

Climate South East also intends to review how the participating organisations intend to use their PACT reports in their respective organisations to advance their individual climate change programmes. This in turn will inform the development of the wider CSE programme, by identifying any further case examples that could be used to share good practice throughout the partnership.

It is time to start moving away from defining a programme for CSE, to start actually delivering a programme. The PACT mitigation self-assessment results will feed into this process. Once CSE has learned from the sample of members who participated in this pilot, the programme can be extended to all CSE members.

CSE therefore continues to develop its own internal expertise to be able to manage the programme in-house. The next and final phase of the Resilient Organisations Project will focus on insuring that this is possible.