

## Case studies

<p><b>Title of case study: SECCP 2006-09 Work Programme</b></p>							
<p><b>Keywords:</b> partnerships, regional, partnership model, champion organisations.</p>							
<p><b>Audience:</b> Co-ordinators of regional climate change partnerships; organisations seeking support with climate change adaptation; champions in stakeholder organisations; professionals implementing spatial and other plans.</p>							
<p><b>Messages in the ESPACE strategy to which the case study applies:</b></p>	1.	2.	3.X	4.	5.	6.	7.X
	8.X	9.	10.	11.	12.X	13.	14.
<p><b>Sentences linking the case study to relevant strategy messages</b></p> <p>3: SECCP's work programme has been significantly influenced by the change management work in ESPACE as well as the risk management approaches in ESPACE and mainstream climate change adaptation work; this new programme seeks to utilise and promote both.</p> <p>7: The SECCP work programme's focus on sector groups as a means of using association to develop awareness and agency through action draws on the desires of practitioners to work on their organisations' key vulnerabilities and opportunities from climate change.</p> <p>8: The SECCP Planning group has been a leading exemplar of the way sector groups can operate and achieve significant outcomes – in this case, in relation to the South East Plan and also SECCP responses to UK national consultation on planning policy.</p> <p>12: The experience of delivering SECCP's work to date has demonstrated the central role of champions, and the new programme promotes the need to develop and sustain this characteristic of individuals and their organisations.</p>							
<p><b>Elements of 'Guidance' to which the case study applies:</b></p> <ul style="list-style-type: none"> <li>• Draft climate change principles for adoption in spatial planning policies</li> <li>• Partnership discussion paper</li> </ul>			<p><b>'Tool' to which the case study applies:</b></p> <p>Adaptive benchmarking matrix: initial advice for climate change partnerships</p>				
<p><b>Photo/diagram/map:</b></p> <p>N/A</p>			<p><b>Overview:</b></p> <p>The SECCP's work programme provides a framework for partnership working to deliver events, research, guidance &amp; training, policy &amp; advocacy and communications, as well as development of the partnership as an entity.</p>				

## Description

The work programme sets out SECCP's mission and vision for the South East and provides a framework for partnership delivery of events, research, guidance & training, policy & advocacy, communications, and development of the partnership itself.

The **goals** of the work programme address both developing our partnership model and delivering SECCP's mission:

### Partnership 'model'

1. To develop a more cohesive Partnership approach, increasing Partners' participation and association (e.g. through our sector groups) and improving the links between the sector groups, Executive and working groups. We will engage more individuals in more of the organisations that have signed up. By drawing on recent work on barriers / springboards and champions, we will deliver benefits to Partners as well as build a more secure pattern of SECCP activity.
2. To maintain our existing core activities and to recruit new SECCP staff to help Partners to build their adaptive capacity and generate examples for others in the region.
3. To increase the Partnership to at least 75 Partners within two years to achieve a balanced and robust cross-section of organisations, focusing on those with a key role to play in improving local / regional resilience to climate change.
4. To review the benefits and costs of – and make recommendations on the options for – formalising SECCP's status.

### Delivering our mission

5. To provide (and partner with other providers of) a suite of products, services and advice that will help Partners and other organisations to do their own jobs more effectively and deliver progress on building resilience to climate change impacts and reducing emissions.
6. To ensure that the Partnership is recognised as the principal network of expertise for building effective responses to climate change within the region and a natural partner for other regions and national and international initiatives.
7. To work with and reinforce other partnerships which can influence climate change responses.
8. To establish adaptive planning for climate change as a mainstream component in all regional economic, social and environmental strategies and plans in the South East, with buy-in from an increasing number and range of local and corporate strategies. Underpinning this must be a shared sense of personal, professional and institutional responsibility for climate change issues.
9. To secure public and professional recognition for climate change Champions.

The work programme also describes a set of 10 **principles** by which SECCP can become more effective, not least by building on the "4As" work in ESPACE. This is built on an understanding that to bring about the capacity and leadership described in the vision, we need to recognise the wider contexts within which organisations and individuals plan, function and change - and the relationship of climate change to these contexts. This means recognising that:

1. *Climate change impacts in different ways* on the immediate (and differing) priorities of

a wide range of people - but is not itself *the* key issue for them.

We need to relate climate change to people's existing or emerging priorities.

2. *People have critical barriers and springboards* which affect how they engage with change - and so will set a context for finding and delivering meaningful responses to climate change "problems." These include individual skills, roles and assumptions as well as political, economic, technical and legal factors, approaches to risk and shared cultures and values.

We need to address the context for change as well as the priorities.

3. *Raising awareness is necessary but is not sufficient to deliver mitigation or adaptation.* Increasing awareness *can* leave people with the overwhelming feeling that the problem is too large for their own actions to have any effect, or that it is too confusing, is already decided or is inherently intractable. Awareness therefore needs to be developed alongside meaningful responses that help people to make a positive difference – i.e. agency.

We need to identify & develop opportunities for real agency for change.

4. *Change needs champions.* Commitment and strategic skills are essential to translate climate change awareness into concerted action within a given organisation or environment.

We need to identify & support existing champions – and develop new ones.

5. *Improved practice spreads very slowly where the benefits aren't clear*, perhaps as a result of poor levels of association or mutual support between practitioners. This may be especially true where one part of an organisation is leading and trying to engage others, rather than change being directed from above (e.g. legislation) or below (e.g. customers).

In order to demonstrate and promote good practice, we need to reinforce positive association between people and help them to demonstrate the value of the changes they are making.

6. *Although dialogue and association between people and organisations are invaluable, higher levels of awareness usually result from action, rather than the other way round.* "Actions speak louder than words" is therefore a positive call rather than a complaint about "talking shops" (which are invaluable where they help people to reflect on problems and solutions away from their everyday work pressures). Mutual support (through case studies, guidance, training etc) can serve as a bridge from the actions that people are already trying (and the lessons learnt) to the opportunities ahead.

At the partnership level, our action is to learn and help others to learn.

7. *Building adaptive capacity is different to delivering adaptation.* While some people and organisations already have the capacity to deliver some of the actions, everyone can benefit from doing more to develop their capacity further.

We need to focus on helping people to build their capacity, so that they can deliver adaptations that are appropriate to them.

8. *SECCP's resources are limited* – in terms of money, staff and the capacity to engage (e.g. in sector groups, projects etc). The Partnership should aim to harness and add to what its Partners already do or can do - not try to replicate or substitute for them.

We need to focus on the value that partnership working can add to Partners' individual actions.

9. *Small successes count* – in their own right and because they help us move forward and generate larger ones.

We need to capture and 'brand' people's successes in climate change adaptation and mitigation – and celebrate these. This will help those delivering actions - and also their stakeholders - to connect their successes to the bigger picture.

10. *Responding to the challenges of climate change is a process of development.* We



cannot expect to identify all the necessary actions now and the process of engaging in change does itself lead to improved actions.

We need to share and develop a programme of work that helps individuals and organisations to improve their actions over time.

Author:

Further information:

1. SECCP 2006-09 Work Programme
2. [www.climatesoutheast.org.uk](http://www.climatesoutheast.org.uk)