

Case studies

Title of case study:

Hampshire County Council: Stimulating & Supporting Change

Keywords:

climate change; social; political; behaviour change; spatial planning; planning; action planning; strategising; strategy; strategic; change; information; awareness; action; human change; meaningful action; stimulate positive action; champion; context; progressive organisation; stakeholders; local community; local; regional; national; international; relationship; external engagement; strategic direction; ecosystem of champions; action plan; targets; action and reflection; action & reflection; vision; corporate direction; prioritising; visualising; building capacity; risk management; adaptive capacity; leadership; experimentation; infrastructure; decision making; matrix; ESPACE Extension; Benchmarking

Audience: Local authorities and any organisation wishing to appreciate how the ESPACE change principals (3As, Action & Reflection, etc) have been put into practice by Hampshire County Council in its climate change strategising and action planning.

Messages in the ESPACE strategy to which the case study applies:

1.	2.	3.X	4.X	5.	6.	7.
8.	9.	10.	11.	12.X	13.X	14.X

Sentences linking the case study to relevant strategy messages:

3. HCC's "Stimulating and Supporting Change" case study describes the journey taken by HCC as an ESPACE Partner in adopting the lessons learnt in the managing change processes (3A's, Context, Action & Reflection, Champions for Change, Working for the Champion Organisation) in developing and sustaining action.

4. HCC's "Stimulating and Supporting Change" case study describes the journey HCC has taken in adopting the managing change principals developed through ESPACE (3A's, Context, Action & Reflection, Champions for Change, Working for the Champion Organisation) in its approach to climate change strategising and operational planning.

12. The development and support of champions has been inherent in the approach HCC has taken towards developing actions on climate change. HCC's "Stimulating and Supporting Change" case study illustrates where this has been represented in their strategy development and action planning processes.

13. HCC's "Stimulating and Supporting Change" case study describes the journey HCC has taken in adopting the managing change principals developed through ESPACE (3A's, Context, Action & Reflection, Champions for Change, Working for the Champion Organisation) in its approach to climate change strategising and operational planning. This contains a pro-active, political dimension.

14. HCC's "Stimulating and Supporting Change" case study provides an example of approaching planning that illustrates how cycles of reviewing and revising can keep a strategy alive, and actions meaningful.

<p>Elements of 'Guidance' to which the case study applies</p> <ol style="list-style-type: none"> 1. The 3A's for Change at Project Level: Awareness, Agency and Association. 2. Action & Reflection – The Key That Unlocks Learning 3. Champions for Change 4. Context – A Critical Issue 5. Working for the Champion Organisation 	<p>'Tool' to which the case study applies:</p>
<p>Photo/diagram/map:</p> <p>N/A</p>	<p>Overview:</p> <p>This Case Study describes the journey that HCC has gone through in adopting the change management and behaviour change principals developed in ESPACE. It briefly describes how these principals have been taken on board by the ESPACE partnership and then goes on to describe how this learning is now informing HCC's approach to developing a robust and dynamic strategy and action plan on climate change.</p>
<p>Description:</p> <p>From the outset, the ESPACE Partnership were in agreement that In order to meet the physical challenges posed by climate change, it will be necessary to change the social and political space in which planning occurs. This therefore means that spatial planning has a 'behaviour change" dimension.</p> <p>When Hampshire County Council (HCC) as a Partner in ESPACE embarked upon our mission to understand more about the role of local authorities in bringing about the necessary changes we were beginning from the recognition that:</p> <p style="text-align: center;">Information ≠ Awareness ≠ Action</p> <p>In other words, we recognised that producing and disseminating facts about climate change issues [<i>Information</i>] did not necessarily lead to raised <i>Awareness</i> about the issues and that even if awareness had been successfully raised, that this did not necessarily lead to the required changes in behaviour [<i>Action</i>].</p> <p>This continues to be illustrated in what is happening in the UK today. The UK Energy Saving Trust [EST] (the UK's leading organisations set up to address the damaging effects of climate change) recently released figures from a survey that demonstrated that despite the fact that 80 percent of people in the UK have a high level of awareness about the climate crisis, many people are doing little or nothing to try to tackle it.</p> <p style="text-align: center;"><i>"We are very disappointed that just north of 40 percent of people are still not doing anything about it at all. Not even the smallest things,"</i> (EST chief executive Philip Sellwood [April 2007]).</p>	

In order to develop our understanding of how to stimulate positive 'action' HCC commissioned the expertise of Alexander Ballard Limited (ABL). As experts in the field of human change for environmental sustainability, ABL were one of the precious few organisations capable of addressing this challenge.

Through the work that we have done with ABL the ESPACE Partners gained a much more sophisticated understanding of the role of awareness in bringing about change. What we had learned was that if awareness is raised without people being able to appreciate what they can meaningfully do about the situation then instead of encouraging change, we are more likely to reinforce people's defences not to change. Armed with the knowledge that awareness will only be a successful ingredient of positive change if other conditions were simultaneously in balance, the partnership set about applying these conditions to how we were approaching our respective actions. This learning (dubbed the first 3A's) along with our other learning of the necessity for action to be followed by reflection (the 4th A); the role of champions; the strategic role of context; and, the nature of progressive organisations, are all dealt with in detail in their respective case studies (please see, 3As for Change; Action & Reflection – The Key that Unlocks Learning; Champions for Change; Context – A Critical Issue; and, Working for the Champion Organisation), so we will not go into too much detail here. This extremely well received learning became a common thread throughout the ESPACE Partnership and was something that the partnership could see their respective roles in.

It was only through the applied use of this learning that ESPACE partners began to appreciate more and more about its application. At first we had all assumed that it was only applicable to our approaches to engaging with external stakeholders, and predominantly our local communities. As time went on however, it became evident to us that this learning was also applicable to the way we work within our respective organisations as well. It became apparent that factors such as: addressing differing levels of awareness; combating inaction; dealing with contextual barriers; reinforcing positive action; unlearning old habits; etc, etc, were as applicable to our own respective organisations' internal workings as they were to our external objectives and external engagement. Although this understanding was explicit in the work and in the reports of ABL, it was only through our personal ownership of the learning that we truly realised its potential. It became obvious to us that the approaches that ABL developed with the ESPACE Partnership were applicable to the internal and external workings of a given organisation and that it was applicable to organisations of any size [from a small group of motivated individuals to a large and complex bureaucracy] and at any level [from those working at a local level to those working regionally, nationally and internationally].

Hampshire County Council has therefore been applying this learning in our approaches to: training and staff development; organisational development and change; and to climate change strategising and action planning. Focussing on issues such as:

- how to engage with people where it matters to them (in order to develop actions that are meaningful to them)
- understanding who should work together and how (in order to develop strong and useful relationships)
- developing strategic ways to engage with differing levels of awareness (so as not to restrict progress or isolate actions)
- approaching external engagement in a strategic and sophisticated manner
- visualising and appreciating the strategic direction of the organisation and identifying how we would like to progress
- prioritising use of our resources

- nurturing an ecosystem of champions to bring about real, long-lasting and pragmatic change

The aim is to develop a clearly articulated strategy for climate change mitigation and adaptation in Hampshire. From this we can then produce an action plan in which Hampshire County Council (HCC) teams and individuals are able to identify their own role in following the strategy and achieving targets.

Recognising that addressing the challenges posed by climate change is an ongoing process, HCC will continue strategising and developing approaches. A continual cycle of action and reflection will be necessary in order to keep up with the changes that will take place in terms of our understanding of what is likely to happen and of what is already occurring. We have embarked upon a journey, one that we do not yet know where it ends, but one that we recognise we must be on.

Key components of the work are:

Setting the direction

- Agreeing an overall vision for Hampshire that defines where HCC can play a strong role. This must also be in coherence with the corporate direction.

Clearing the path –

- Providing access to relevant and timely information
- Identifying and overcoming obstacles to progress (identifying what can be shifted and what will we have to find a way around).
- Prioritising.
- Resolving conflict between priorities.
- Developing capacity to respond constructively at a senior level to external policy recommendations.

Making a difference –

- Using understanding of behavioural responses (see 3As for Change guidance) to develop plan
- Intelligent design - targeting approach at different levels of awareness (not one size fits all)
- Making steps to raise awareness to a level of being able to make connection between own role and climate change
- Identifying opportunities for high agency / developing agency responses (see 3As for Change guidance)
- Working in partnerships and developing 'association' (see 3As for Change guidance)

Specific projects and vehicles for delivery -

- Identifying what is already happening / planned
- Analysing where the gaps exist
- Developing recommendations for filling the gaps
- Engaging with existing risk management practices

Building capacity –

- Supporting champions (see Champions for Change guidelines)
- Systemic growth - drawing threads of work together
- Building on success and allowing experimentation
- Improving learning through action and reflection processes (see Action & Reflection – The Key that Unlocks Learning guidance)

- Understanding and developing adaptive capacity – a clear map for progress (see Working for the Champion Organisation guidance)

Milestones

- Articulating clear steps to vision and targets
- Continuous improvement – building in reflection at each stage to inform next (see Action & Reflection – The Key That Unlocks Learning guidance)
- Identifying key dates and events

Understanding Success

- Developing recognisable and meaningful measures of success in light of climate change. Setting parameters that encourage innovation while keeping risk at an acceptable level.

Keeping the Strategy Alive

- Treating developing strategic direction on climate change issues as an ongoing process. Remaining agile enough to remain effective in light of ever changing needs, new possibilities and new information.
- Maintaining internal and external links.

Approaching the need for a strategy for climate change in this way has allowed us to consider *how* we should set about supporting and stimulating change hand in hand with *what* we should do. We are looking for the clearest possible paths through territory where confusing and often conflicting demands make it difficult to progress. During our work so far, it has become clear that this means *building capacity* must be integral to action planning and a fundamental part of the strategy. To meet our aim of producing an action plan in which teams and individuals are able to identify their own role in following the strategy and achieving targets it is also essential that our core purpose lies at the centre of the process.

Knowing that we will benefit from setting a pattern for action and reflection led us to gather information about what is actually happening across the organisation at this stage, instead of waiting until the strategy was in place. From this we are able to create a picture of current activity directly or indirectly associated with climate change. The process we have in mind for keeping strategy alive and action effective is cyclical rather than linear. Therefore what is already being done serves to inform and challenge the strategic thinking at the same time as the strategic thinking serves to question, prioritise and align the action plan.

The depth of understanding gained from all of the research enables us to pose some key strategic questions in the context of HCC's role both in the community and in the wider forum of national and trans-national thinking on responses to climate change. These questions address the closer definition of that role in terms of issues such as leadership, experimentation, infrastructure and decision making processes as well as priorities. We wish to facilitate informed choices at a senior level in order to set the direction needed for operational managers to focus their own resources and break a seemingly unmanageable agenda into achievable pieces. Our ideas for engagement with these strategic choices are being developed to meet HCC's specific needs but our vision is that they may be adapted for use by other authorities and organisations. *Please see further information document "Hampshire's response to climate change; in search of an agile strategy and an achievable action plan" for more detail on HCC's strategising and action planning process.*

Another closely related initiative, the organisational change matrix, will prove invaluable in understanding our strategic direction, building capacity and shaping consequent delivery actions. The matrix has been developed in order to assist organisations to visualise their progress with respect to climate change. The pathways within it describe the journey an

organisation would take in order to reach exemplar behaviour and contains steps which can be followed to appreciate movement through each phase to the next. *Please see 'Working for the Champion Organisation' guidance notes, and the further information document, 'Moving to Higher Ground: Developing Climate Responsive Organisations' for more detail.*

This matrix will continue to be developed and refined through the ESPACE Extension, which is taking place between September 2007 and May 2008. HCC along with ABL will be leading on this element. A benchmarking component will be incorporated into the matrix during this time, which will allow organisations and partnerships to monitor and score their progress. There has been a great deal of interest in this from a number of organisations. A tool with the potential to assess, encourage, monitor, and reinforce change on such a complex agenda appears to be highly desirable.

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Further information:

1. Hampshire's response to climate change; in search of an agile strategy and an achievable action plan. By Alexander Ballard Ltd in Partnership with HCC

2. How can local authorities stimulate & support behavioural change in response to climate change? (Volumes 1 & 2) By Alexander Ballard Ltd in partnership with HCC

Volume 1
Volume 2

3. Warm Hearts and Cool Heads: The Leadership Potential for Climate Change Champions (Volumes 1 & 2). By Alexander Ballard Ltd in partnership with HCC

Volume 1
Volume 2

4. "Moving to the Higher Ground: Developing Climate Responsive Organisations" By Alexander Ballard Ltd in partnership with HCC and SECCP

5. Appendices - "Moving to the Higher Ground: Developing Climate Responsive Organisations" By Alexander Ballard Ltd in partnership with HCC and SECCP