

## Case studies

<p>Title of case study:</p> <p><b>Scoping of adaptive capacity benchmarking matrix for SECCP</b></p>							
<p>Keywords: strategising; change management; partnership; climate change; leadership; stakeholder; timescale; champion organisation</p>							
<p>Audience: Co-ordinators of regional climate change partnerships; champions in stakeholder organisations; professionals implementing spatial plans</p>							
<p>Messages in the ESPACE strategy to which the case study applies:</p>	1.	2.	3.X	4.	5.	6.	7.
	8.	9.	10.	11.	12.	13.	14.
<p>Sentences linking the case study to relevant strategy messages:</p> <p>3: Regional climate change partnerships are in an excellent position to develop and test tools for change management – such as the adaptive capacity benchmarking matrix. As a small, multi-stakeholder organisation, SECCP can use the tool to build its own capacity for change and improve its activities, approaches and engagement.</p>							
<p>Elements of 'Guidance' to which the case study applies</p> <p>Partnership discussion paper</p>			<p>'Tool' to which the case study applies:</p> <p>Adaptive capacity benchmarking matrix for SECCP (work towards a draft tool)</p>				
<p>Photo/diagram/map:</p> <p>N/A</p>			<p>Overview:</p> <p>SECCP wishes to explore and describe a model for effective partnership working on climate change. Alexander Ballard Ltd have explored with us how the tool can be applied in a cross-organisational context, giving selected SECCP Partners an opportunity to respond to the draft tool and help to refine it.</p>				
<p>Description:</p> <p>The draft tool, as it stands now, involves five levels applied across nine different (but interdependent) pathways by which an organisation can develop its capacity to respond to climate change.</p> <p>The suggested pathways fall into three groups:</p> <p>Strategising:</p> <ul style="list-style-type: none"> <li>• Awareness</li> <li>• Leadership</li> <li>• Timely, effective and meaningful action</li> </ul> <p>Developing:</p>							

- Champions
- External relationships
- Review and learning processes

Implementing:

- Operational control
- Access to appropriate range of expertise and perspectives
- Programme coherence

And the suggested levels at which organisations can exist in any of these pathways are:

1. **Non-responsive:** Reluctant action, if any.
2. **Compliant:** Case by case action, no systematic attempt to engage with the issues other than would occur through other processes (e.g. legal compliance or customer request). Timescale is linked to the project's duration - usually months.
3. **Efficient management:** Focus is organisational competence in an important, if (seen as) secondary, area. Timescale is operational planning cycle - usually annual.
4. **Strategic responsiveness:** Focus is on organisational resilience in a very important and significantly changing strategic context. Timescale is linked to major decisions and investment cycles – at least several years.
5. **The 'Champion Organisation':** The focus is on significantly changing the strategic context to promote sustainability and not just on positioning within it. Timescale is linked to global trends - decades and more.

Initial work by Alexander Ballard Ltd, working through informal interviews with SECCP's Manager and nominated representatives from the Executive and other SECCP groups, has allowed us to test how this typology can be applied to SECCP as a partnership.

This scoping study feeds directly into Guidance: Working for the Champion Organisation. This work was developed by Alexander Ballard Ltd in partnership with SECCP and Hampshire County Council.

**Author:**

1. Alexander Ballard Ltd (for SECCP) + Mark Goldthorpe, SECCP

**Further information:**

1. Developing a change tool to assist with organisational responses to climate change: Report on pilot project with South East Climate Change Partnership, February to March 2007
2. Summary of the South East Climate Change Partnership change tool project, February to March 2007
3. "Moving to the Higher Ground: Developing Climate Responsive Organisations" Alexander Ballard Ltd
4. Attachments - "Moving to the Higher Ground: Developing Climate Responsive Organisations"