Briefing: The extent to which the organisation can turn intentions into effective action and can improve systems to do so over time.

Why is it important? Too often, good ideas fail because they cannot be carried through on the ground. Good operational management feeds the process of action and reflection with "hard" measurement data. This can be analysed to drive a cycle of continuous improvement. As activities become more ambitious at the higher levels of response, so the approach to operational management needs to develop.

What can we learn: Procedures for managing performance improvement on climate change are sometimes taken for granted but they are often the bedrock for embedding change systematically. Finding out how different organisations do this and noticing the limitations of any system help to define next steps.

Here is a list of some of the things that people are doing or are considering doing. Please tick as appropriate to your organisation as it is right now (there is also a space to add other actions at the end):

	Do regularly	Do – not always	Just beginning	Plan to do	May do in future	No plans to do	Not relevant
2: We have developed some pockets of good operational practice - e.g. in specific projects or in certain work groups. However these are not yet standard practice across the organisation and could be vulnerable when key staff move on							
Track & address customer CC requirements in operations							
Track & address relevant CC legislation							
Track & complies with taxation & fiscal policies - e.g. carbon trading							
3. We are getting on top of how we manage CC issues. We manage for continuous improvement of performance and to apply good professional practice. We communicate procedures clearly to staff & suppliers. We measure outcomes & take corrective action both to improve performance & also the system of management.							
Measure carbon emissions & similar activities & have used to set reductions targets							
Clear statement of some adaptation targets							
Plans and written procedures address targets							
Researches good practice in sector / nation & applies in procedures							
Systematically tracks performance vs. targets							
Discrepancies from targets investigated & corrective action taken							
Audit process tests strength of control system							
Procedures address procurement issues							
4. We are getting on top of how we manage CC issues. We manage for continuous improvement of performance and to apply good professional practice. We communicate procedures clearly to staff & suppliers. We measure outcomes & take corrective action both to improve performance & also the system of management.							
Limits to 'business as usual' improvement understood for adaptation & mitigation							
Research across sectors & nationalities for leading edge practice / trends to identify							

breakthrough targets							
Breakthrough targets set in some projects for both adaptation & mitigation							
Project procedures support experimentation for breakthroughs e.g. by facilitating rapid reworking with end users							
Membership of breakthrough projects set up to allow flexibility							
Criterion for success is long run potential not quick wins							
Monitoring processes are capable of distinguishing breakthroughs if they occur							
5. We test our operational procedures & assets not only for how well they work today but to ensure they will work in the future under possible CC futures - e.g. drought, floods, energy constraints. We prioritise risks & are reducing exposure in important areas. We recognise that over-standardisation reduces flexibility & so build some diversity into our operations - e.g. by maintaining different approaches each resilient under different scenarios.							
Planning assumptions (e.g. energy & insurance costs) for project appraisal take account of climate scenarios							
Key operations tested for resilience under carbon constraint scenarios							
Key operations tested for resilience under impacts scenarios							
Options built into ops plans to increase resilience at lower cost with 'trigger points identified & monitored							
Operational redundancy (e.g. more than one usable facility with different risk profiles) routinely applied in areas of high risk							

Please note any other operational management issues that you see as relevant to your management of climate change issues: