



Adaptation Learning Exchange

Workshop 3

AGENDA

COFFEE (from 09:45)

Introduction 10:00 – 10:05

Three-Minute Progress Updates 10:05 – 10:40

Adaptation in Action 10:40 – 12:00

Dialogue to Deliberation 12:00 – 12:45

LUNCH

Strategic Design 13:30 – 15:20

Reflection and Next Steps 15:20 – 16:00

CLOSE

Aims

- Share information about recent work
- Showcase adaptation planning approaches
- Introduce techniques for moving from dialogue to deliberation
- ALE – where next?



Three Minute Updates

(10:05 – 10:40)

Adaptation Scotland - ALE activity

- Values-based adaptation communication guide
- Adaptation action 'ideas bank'
- Briefing note template for senior managers
- Risk task group meeting



ice
Institution of Civil Engineers



NSS SNBTS workshop



- ✓ Pre-workshop questionnaire
- ✓ Raised awareness
- ✓ Identified threats and some opportunities
- ✓ Identified improvements and further actions
- ✓ Don't do too much; leave space to reflect
- ✓ Keep things simple – how to frame climate risk assessment?



- Introduction to SW vision, adaptation strategy and customer expectations
 - Climate events have been shown to affect our assets and services. For example:
 - In 2006 Kirbister WwTW flooded due to heavy storms, submerging the works and adjacent properties;
 - Winters of 2009/10 & 2010/11 extended periods of v low temperatures across Scotland, many customers' pipes frozen, leaving them without water;
 - Summer 2013 long dry period led to very low flows to wastewater treatment works causing difficulties with meeting ammonia standards.
- Outlines studies undertaken to evaluate impacts of climate change
- Provides summary of risks and opportunities affecting Scottish Water's main functions and the uncertainties associated with climate projections



- Climate change adaptation actions identified and status, covering:
 1. Supply Demand Balance (Water Resources & Water Efficiency)
 2. Water Service Strategy
 3. Wastewater Service Strategy
 4. Flood Risk Management
 5. Risk and Lifecycle Planning
 6. Operational Resilience
 7. Service Risk Modelling
 8. Climate Change Adaptation Strategy



Follow up Community Wellbeing Team - Andy

- Secured protocol to communicate direct with members & requested followup meeting (Fire & Rescue, NHS, Corporate Strategy)
- Working up quick win lists using best practice info available for these 3 sectors while seeking dates
- Continuing with indirect approaches

“The most effective first step towards adaptation that we can take is to look at how we are currently affected by severe weather and how we deal with it”

Other followup - Andy

- Joseph Rowntree Foundation – not Clacks
- Re-issued request to Climate Change Group
 - Examples to respond to rather than blank sheet
 - New normal – business or emergency planning?
 - Plan B if low response – work with two willing services
- Develop key messages with CC Group feedback

Re-cap and Progress

What we were going to do...

- *Update Caitlin on communications seminar, complete questionnaire and send to heads of service for LCLIP.*

What we did...

- *Updated Caitlin on the communications seminar and the main points that were raised there.*
- *Sent the questionnaire to the chair of our CCSWG to forward to heads of service and CCSWG members.*

Caitlin Hamlett & John Wallace

Other work...

- *Continuous work on the LCLIP- searching through archives and historic media data and working on finalising report (when results are back).*
- *Green Impact scheme launching across West Lothian.*

Caitlin Hamlett & John Wallace



westlothian.gov.uk



Next Steps...

- *Analyse results to determine the priority risks and make the data comprehensible.*
- *Use the results to complete the LCLIP report.*
- *Set a date for our risk workshop and determine attendees.*

Caitlin Hamlett & John Wallace



Updates since last workshop

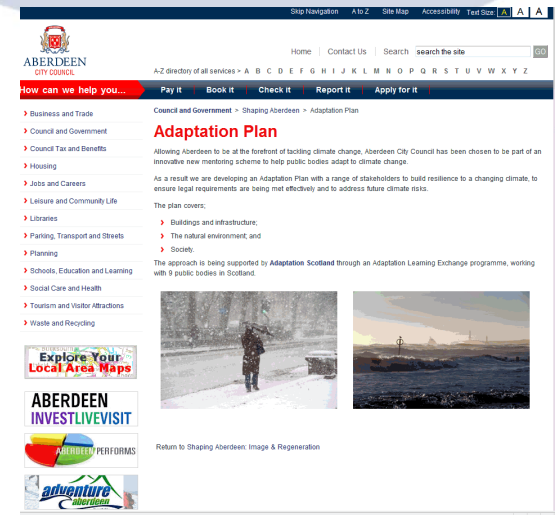
- **Aberdeen's response to the Scottish Climate Change Declaration**
- **Committee approval of climate change duties and adaptation requirements in the Council Strategic Risk register.**
 - Director level ownership
 - Regular progress reports to CMT
- **Integrating adaptation into emerging city masterplans and design for corporate buildings.**
 - Reviewing proposals against the Sustainable Building Standards for Council Owned Buildings

Aberdeen Actions update

- **Meeting on adaptation with representative of the Regional Resilience Partnership**
 - Community risk register
 - Business continuity plans and procedures
- **Organise adaptation workshop & face to face meetings**
- **Work with services on operational risk with regard to climate change impacts**
 - develop comprehensive service level operational risk registers following corporate restructuring

Next steps

- Progress workshop development.
- Update new webpage on Shaping Aberdeen Strategic Improvement page website.
- Continue monthly Adaptation Plan/ SEAP meetings.
- Analysis of survey results from NESCCP & stakeholders on climate change.
- Photos (with people!)



Take One Action

- E-mail the outgoing Chief Executive to ask how he would tackle my role
- Hold a facilitated discussion with Land Services management
- Consider climate change adaptation as an element of strategic and service risks (future projection)
- Review use of graphs and people in images for documents and presentations

Progress

- Environment & Housing Committee adopted our first Climate Adaptation Strategy 30th September
- Council on 9th October agreed to sign up to the Covenant of Mayors' Initiative on Adaptation to Climate Change, i.e. EU Mayors' Adapt
- SC Provost signed the EU Mayors' Adapt Commitment document & forwarded it 16th October to coincide with first signature ceremony in Brussels
- Held facilitated discussion with Land Services, 23 Oct

Swings & Roundabouts

- Political commitment?
 - Pre-Committee discussion with Portfolio Holders – want Climate Adaptation considerations applied to Capital Programme and for all staff to integrate into their work
 - Manufactured controversy over potential travel to Brussels for EU Mayors Adapt signing ceremony buries story of real issues
- Impacts of major re-structuring – opportunities & challenges
- Land Services meeting follow-up - to meet with new Infrastructure managers before year end
- SD & CC Working Group meeting 26th November - focus on green space, but unsure it will take place
- Awareness raising still a huge job...

ALE Workshop 3 Progress update 27.10.14

Ann Johnstone
Sustainable Development Team

One action:-

“Relate climate change impacts to corporate objectives at every turn.”

- A prominent notice on the wall in the Sustainable Development Team office!
- Meeting with Corporate Risk Manager was based on the principle, but would have been anyway
- Workshop activity (today) with Local Resilience Partnership aims to identify social impacts of recent extreme weather events to inform work with Service Managers in January. Using objectives and climate risk register.
- Asking LRP for help with images and contacts to build up a library of ‘illustrated stories of impacts on people’
- A Service Review (the 6 council ‘services’ reduced to 4) started in summer 2014 due to be implemented 2015



Current climate – gathering images with people - difficult

Understand trends and headline messages – further research on local trends and impacts for briefing document and presentations

Engage with right people :-

Corporate Risk Manager 24.9.14 agreed to add a CC risk to register

Presentation and workshop with D&G Local Resilience Partnership on 27.10.14

Prepared staff baseline survey on climate change awareness

Leadership - Senior Management Team on 17.9.14 committed to work to develop Climate Change Strategy and Action Plan

- Implementation Update Report went to 4 Area Committees on Flood Risk Management Act 2009



Images:- the only 'people' pictures in our library - Larch felling Galloway, storm surge Port William and Kirkcudbright, SFRS in Creetown, Dumfries and more trees needed



Plan up to December 2014

Date	Action
27/10/2014	Presentation on Climate Change Adaptation at 'Winter Workshop' and activity to gather social impacts of recent events including 'secondary stressors'
27/10/2014	ALE Workshop 3
Nov-14	POSSIBLY:- Circulate Critical functions-climate risk Screening questionnaire (p17)
Nov-14	Circulate Baseline Climate Change and Energy Staff Survey
Nov-14	Research and produce draft summary document of recent climate trends and UKCP09 projected impacts for D&G and headline messages (p16)
Nov-14	Explore how to Embed Adaptation in business planning cycle
Nov-14	Explore how to Embed Adaptation in Impact Assessment process
Jan-15	Workshop - Climate Change Risk Management (CCRM) (p18-21)

New Connections

Glasgow University Interdisciplinary School at Crichton Campus Dumfries

Potential:- new National Resilience Centre

Adaptation
Scotland
supporting **climate change** resilience

Dovecot Studios, Edinburgh

27th October 2014

Adaptation in Action

(10:40 – 12:00)

Are there ideas you can take from what you've just heard?

Do you have suggestions that the speaker might like to hear?



Historic Scotland

Transport Scotland

Are there ideas you can take from what you've just heard?

Do you have suggestions that the speaker might like to hear?





Dialogue + Deliberation

(12:00 – 12:45)

Wendy Faulkner



Designing engagement

Wendy Faulkner

Talking Tweed

What we'll address today

1. **Dialogue & deliberation:** two different forms of communication, both useful for public/stakeholder engagement
2. **Strategic work required** to design such engagement efforts

What dialogue is not!

- A debate
- Talking 'at' people
- An exchange of monologues
- Rehearsed performances

Dialogue with a capital 'D'

- **Involves flows of meaning:** people share their stories and seek to understand where others are coming from
- **Is collaborative:** everyone has something to contribute
- **Carries a strong ethic** of inclusiveness and mutual respect; we do not judge one another
- **Makes a difference:** because such conversations build understanding and relationships

Dialogue – a definition

... a deeply collaborative form of communication

in which participants feel safe to speak openly about their perspectives and experiences, and really work to hear and understand the perspectives and experiences of others present, even if they disagree or come from very different backgrounds.

How does dialogue 'make a difference'?

1. **It builds understanding**

- of different standpoints
- of complexity

2. **It builds relationships**

- trust across groups
- contacts + networks ('social capital')
- capacity for future engagement + citizenship

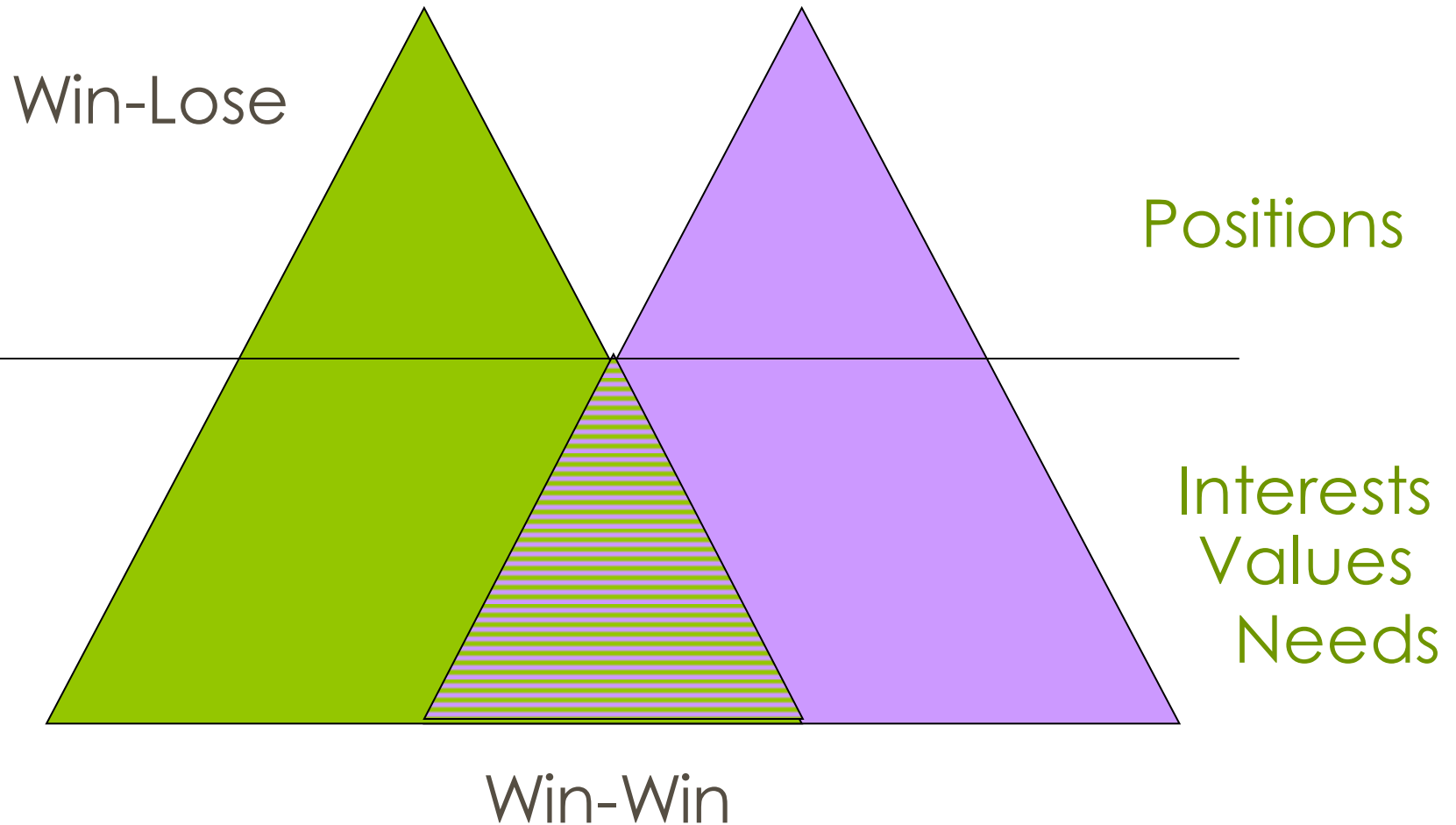
Note: *These are **defining goals** of dialogue*

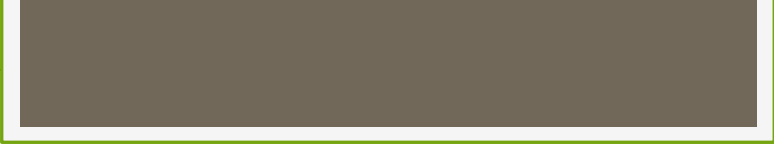
Precisely because it builds
understanding and relationships...

Dialogue
provides a strong foundation
for decision making and
conflict resolution

HOW?

'PIN' diagramme





Debate	Dialogue	Deliberation
Seeks to promote opinions and gain majority support	Seeks to build understanding and relationships	Seeks common ground in order to solve problems
Participants argue, express, persuade and compete	Participants listen, exchange, reach across, and reflect	Participants frame and weigh options, and make choices
Outcome: win/lose	Outcome: no decision	Outcome: win/win

Dialogue requires a shift in 'group norms',
through:

- 1. Guidelines or 'ground rules':** especially a non-judgemental ethos
- 2. Facilitation:** to nurture equality, inclusiveness and mutual respect

If the process is good, the outcome will be good!

Sample: Guidelines for dialogue

- One voice at a time - *so we can hear one another.*
- Make your points concisely - *so everyone has a say.*
- Really listen – *to learn where others are coming from*
- Respect different views – *seek to understand one another, not impose your views*
- It's OK to be silent, but not to be silenced
- There's no such thing as a stupid question
- Avoid jargon – *or explain your terms*

Principles of dialogue

- There is much we can learn from one another
- Everyone here has something to contribute
- Greater understanding can open new possibilities



Any questions or comments?

(There's no such thing as a stupid question!)

Deliberation ...

Seeks to come to a decision, in the three stages:

- **Learning stage**: Participants together examine relevant evidence and views, and reflect on these.
- **Deliberative stage**: Participants consider different options, based on evidence and arguments. Communication shifts from exploration to persuasion.
- **Decision making stage**: Choices are made and agreed on. People's preferences tend to shift.

Defining qualities of deliberation

- Information and evidence
- Evaluating alternatives
- Giving (and taking) public reasons
- Re-examining and (perhaps) changing preferences
- Seeking agreement or consensus
- Making informed and reasoned decisions



Deliberative dialogue

Deliberation founded on the inclusive, respectful ethics of dialogue better taps the 'wisdom of the crowd', leading to more buy in and win-win outcomes.

DIALOGUE

Inquiry dynamics

- Exploring and learning
- Co-producing shared meaning
- Building understanding and relationships

DELIBERATION

Advocacy dynamics

- Exchanging public reasons
- Weighting alternatives
- Making decisions

The challenge is to facilitate communication dynamics that balance advocacy and inquiry



Any questions of clarification?

(There's no such thing as a stupid question!)

Strategic thinking about engaging folk around adaptation

Mapping exercise:

1. Who do we want to engage with?
2. What do we want from engaging them?
3. What will they want from engaging with us?
What's 'in it' for them?
4. Where will they be coming from?

Your task: strategic thinking

- Form 3 groups around the 3 projects
- Take 20 minutes to map these questions for your project
- You will build on this work to think through your design strategy this afternoon

Note!

- Diverse partners – backgrounds, expertises, institutional drivers, etc
- Diverse motives for engaging – positions, interests, values, needs

We need to 'think from the other'

- Find common language and common ground
- Find ways to move folk from where they are to where you and they want to be
- Be clear about your 'promise to your publics' – and honour it!



Lunch!

Adaptation Scotland

supporting climate change resilience

Dovecot Studios, Edinburgh

27th October 2014

Strategic Design

(13:30 – 15:20)

Wendy Faulkner

Designing an engagement process (1)

- **The process** may be a single event or a series of events or activities.
- **The design** must be 'fit for purpose', tailored to:
 - i. Your objectives
 - ii. Where your participants are coming from
 - iii. Available resources
- Developing your process plan requires **an iteration of strategic + practical considerations**

Designing an engagement process (2)

- This is a staged task:
 - i) Understanding the situation
 - ii) Doing the necessary 'backstage' work
 - iii) Making strategic choices
 - iv) Doing the detailed design + planning
- Without due care in preparation, design and planning, you risk achieving little, wasting people's time and alienating folk.

(i) Understanding the situation

(a)

- 1) Why: what are your objectives re outputs and outcomes?
 - Any conflicting agendas (collaborators, sponsors, participants)?
- 2) What do you need to understand about the context?
 - How is the topic seen by different groups?
 - What information will people need to participate effectively?

Understanding the situation (b)

3) Who should participate?

- Who are our 'publics' and other stakeholders?
- What's in it for them, and where are they coming from?
- Any potential obstacles to recruiting or engaging these groups meaningfully?

4) How: What are the practical constraints (feasibility)?

- Time frame, budget, other resources

(ii) 'Backstage' work

... to make the frontstage happen

- 'Backstage work' may be needed, with your 'publics' +/or collaborators
- *It is about the strategies, tactics and conversations that can secure buy-in, ongoing support and resources*
- Backstage work requires:
 - **Diplomatic skills:** relationship-building, mediation, negotiation of mutually beneficial options
 - **Political skills:** nudging, persuading, enthusing

Key factors in successful collaboration

(Innes & Booher 2003, 2010)

- **Diversity of interests:** hence, multiple 'knowledges' and ways of seeing the world
- **Interdependence:** a sense that I cannot do what I need to do without you
- **Authentic dialogue + deliberation:** valuing reciprocity, relationships, learning, creativity; that the only force is that of the better argument.

(iii) Making strategic choices

- **Decide where collaboration is needed** (eg, to co-produce the process) and how to build this
- **Frame the process:** Come up with a progression of conversations, activities, questions that take people from where they are to where they/you want to be.

This is a key design task!

(iv) Detailed design and planning

Multi-stage process

- Timeline: constraints + planning time
- Design: the progression of conversations, etc
- Number and nature of activities or events

Event or activity

- Timing: what time of day and week, how long?
- Individual sessions: desired outcome + timing

Individual sessions

- What question(s), grouping(s), technique(s)?

Steps in a deliberative process

- Future visioning
- Gathering and pooling relevant knowledge(s)
- Building understanding
- Generating ideas for possible solutions
- Making choices
- Consensus building
- Action planning
- Evaluation

Choosing techniques

- Choose the right technique for the group and purpose
 - Hearing all voices
 - Pooling knowledge, views, feelings
 - Building an agenda
 - Future visioning
 - Moving towards a decision
- Don't be technique-driven
 - Adapt available tools
 - Keep things simple but varied

Practicalities for running events

- **Recruitment**
 - Dont delay!
 - What message(s) and methods?
- **Refining the event plan**
 - Iterative process
 - Get second eye(s) to review
- **Venue requirements**
 - Book in good time
 - Check suitability of room (layout, acoustics)
 - Access for setting up and clearing up
- **Materials needed**
 - Make a list in good time
 - Check everything works

Your task: strategic design

- **Decide on any collaborations** that may be needed
- **Frame your process design:** a progression of conversations, activities or questions which will take your participants to where you want to end up.
Where will dialogue +/-or deliberation be needed?
- If time, **come up with a broad plan** (tasks + timeline) for the process OR for (co)designing your process.
- **Record** your framing and plan, **plus your rationale**



Let's review and reflect



Thank you and well done



Reflection and Next Steps

(15:20 – 16:00)

Aims: Adaptation Learning Exchange

- Progress adaptation planning individually and collectively
- Co-create solutions
- Share lessons across the public sector
- Develop and recognise leadership
- Build a peer network that lasts beyond ALE



This course has received the approval of
The Chartered Institution of Water and Environmental Management
(CIWEM)

Adaptation Learning Exchange

May

Participants
selected

May/June

Getting to
know you!

Jun-Nov

Problem
solving...

Dec

Reflections
and next steps

Oct-Nov

Further
support
Close out
meetings

5th Dec

ALE Report
Monitoring
and
evaluation

How have we done?

- What were the highlights for you personally?
- How has your organisation benefited?
- What are you going to do differently as a result of participating in ALE?



Next Steps

- Further support requests for last 6 weeks
- Close out meetings
- New tools and resources published
 - Adaptation actions 'ideas bank'
 - COIN Communications guide
 - Adaptation visuals



Next Steps

- Future delivery of programme to be decided during Nov 2014
- New programme implemented January 2015 – 2018
- Possible 6 month extension – task groups
- Establishment of ALE graduates programme
- Feedback form

Thank you



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The productivity of our agriculture and forests

A warming climate has the potential to improve growing conditions in Scotland and increase the productivity of our agriculture and forestry. However, climate change will also pose a number of threats, from more variable and extreme weather to the spread of pests and diseases, which may limit this potential.



The occurrence of pests and disease

As our climate changes, it will create new conditions that may allow existing pests and disease to spread and new threats to become established in Scotland. This may impact on the health of our people, animals, plants and ecosystems if risks are not properly managed.



The security of our food supply

Climate change may have an impact on global food production. Although Scotland may be able to grow more food, this will not offset the impact global disruption has on us. The effects of increased volatility in the global commodity market due to exposure to extreme climatic events has an impact on supply and cost of food.



The availability and quality of water

As our climate warms and rainfall patterns change, there may be increased competition for water between households, agriculture, industry and the needs of the natural environment. Summer droughts may become more frequent and more severe causing problems for water quality and supply.



The security and efficiency of our energy supply

Climate change may influence Scotland's capacity to generate weather-dependent renewable energy. For example, varying water availability will affect hydro generation schemes. Climate change can also impact power distribution, with impacts ranging from damage caused by extreme weather events, to reduced transmission efficiency occurring as a result of temperature fluctuations. Impacts on global energy markets may also affect energy supplies in Scotland and consequently our overall energy security.



The performance of our buildings

The built environment is made up of existing and newly constructed buildings. Climate change will have an impact on the design, construction, management and use of these buildings and surroundings including the man-made surroundings such as green and blue spaces. Our buildings are largely constructed to cope with the extremes of weather conditions found across Scotland, but most of them will need to continue functioning throughout this century under a significantly different climate. Whether retrofitting existing or building new, it is likely that there will be issues with water management (in flood and drought), weather resistance and overheating.



The health and wellbeing of our people

A warming climate may provide more opportunity to be outdoors and enjoy a healthy and active lifestyle, while reducing mortality in winter. However, it could affect patterns of disease and other health issues. Climate change and associated extreme weather may disrupt the lives of individuals and communities, limiting access to vital services and impacting on people's physical and mental health.



Our cultural heritage and identity

The changing climate is already altering our unique Scottish landscape and threatening our historic environment through coastal erosion, flooding and wetter, warmer conditions. The increased pace of climate change presents challenges to all those involved in the care, protection and promotion of the historic environment.



Infrastructure— Network Connectivity and Interdependencies

Our energy, transport, water, and ICT networks support services are vital to our health and wellbeing and economy prosperity. The effect of climate change on these infrastructure systems will be varied. They are likely to be impacted by an increase in disruptive events such as flooding, landslides, drought, and heatwaves. Our infrastructure is closely inter-linked and failure in any area can lead to wider disruption across these networks.



The quality of our soils

We rely on soils to sustain biodiversity, support agriculture and forestry, regulate the water cycle, have historic environmental and archaeological value, and store carbon. Soils and vegetation may be altered by changes to rainfall patterns and increased temperatures - as well as the way we use the land.



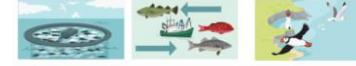
The health of our natural environment

Climate change may affect the delicate balance of Scotland's ecosystems and transform Scotland's habitats and biodiversity, adding to existing pressures. Some distinctive Scottish species may struggle and could be lost, invasive non-native species may thrive, while a degraded environment may not be able to sustain productive land or water supply.



The health of our marine environment

Our marine ecosystems - from plankton through to fish, mammals and seabirds - are already being affected by climate change alongside other pressures, particularly fishing. Changes will continue, with rising temperatures likely to change species and their distributions. The changes will present both threats and opportunities to our commercial fisheries and aquaculture.



The resilience of our businesses

Climate change and associated extreme weather may disrupt transport, energy and communication networks in Scotland and around the world. This could impact on markets, affect supply chains and raise insurance costs.



The increased risk of flooding

Flooding can already have a devastating effect on those affected. With climate change likely to alter rainfall patterns and bring more heavy downpours, we expect flood risk to increase in the future. This could impact on properties and infrastructure - with serious consequences for our people, heritage, businesses and communities.



The change at our coast

Sea level rise is already having a widespread impact on parts of Scotland's coast. With this set to accelerate over the coming decades, we can expect to see more coastal flooding, erosion and coastline retreat - with consequences for our coastal communities and supporting infrastructure.



Who has been involved?

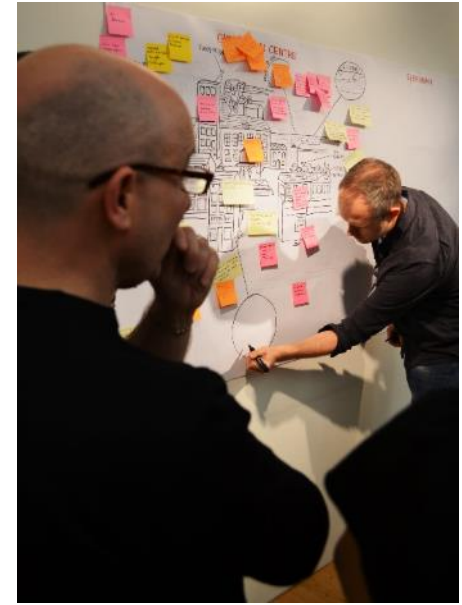
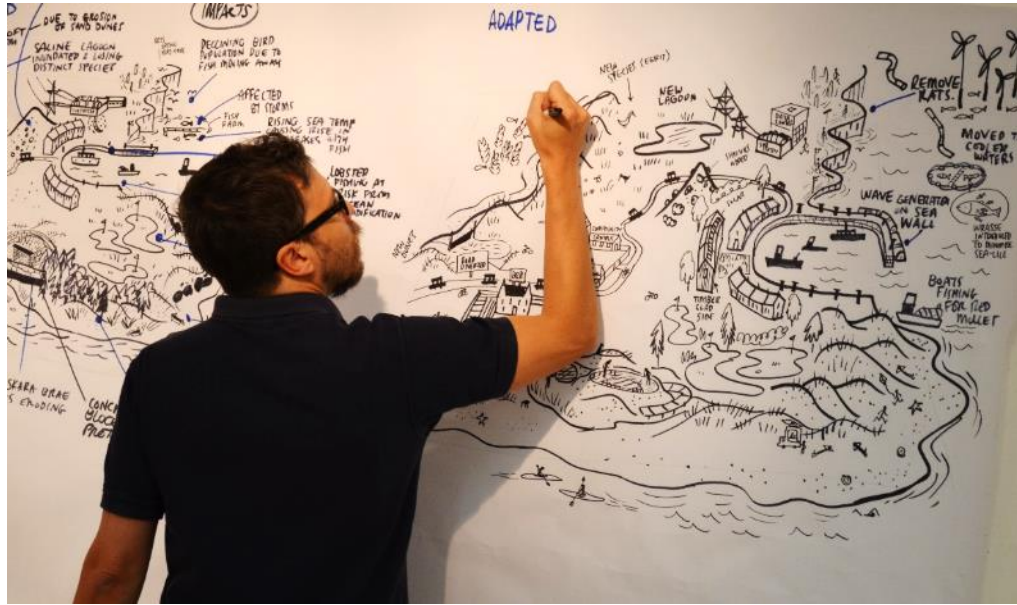
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Scottish Government
Scottish Natural Heritage
Historic Scotland

SEPA
Architecture + Design Scotland
Forestry Commission
Scottish Water
Transport Scotland

Perth & Kinross Council
Glasgow City Council
West Lothian Council
greenspace scotland
The University of Edinburgh

Scriberia



Live Scribing



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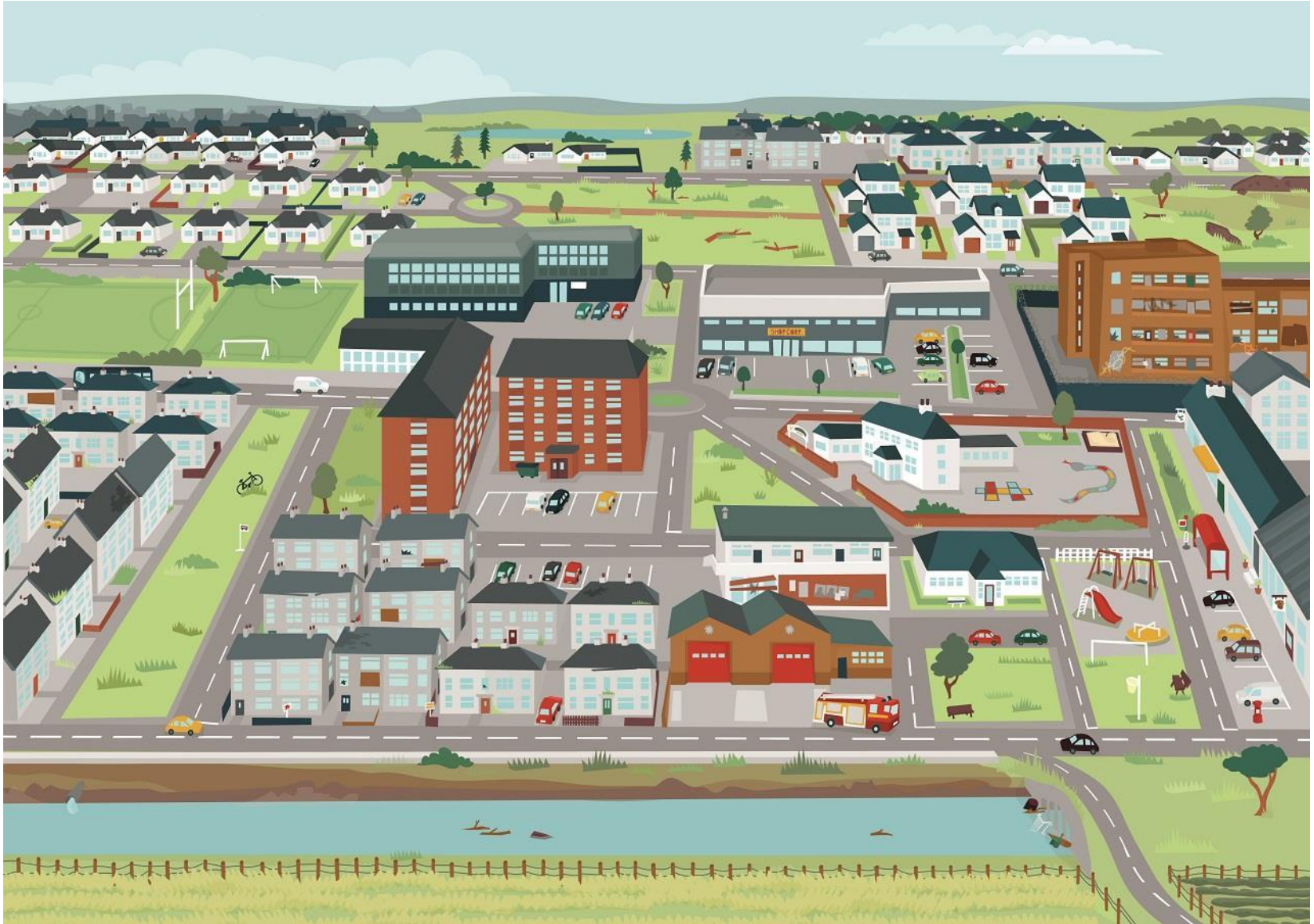
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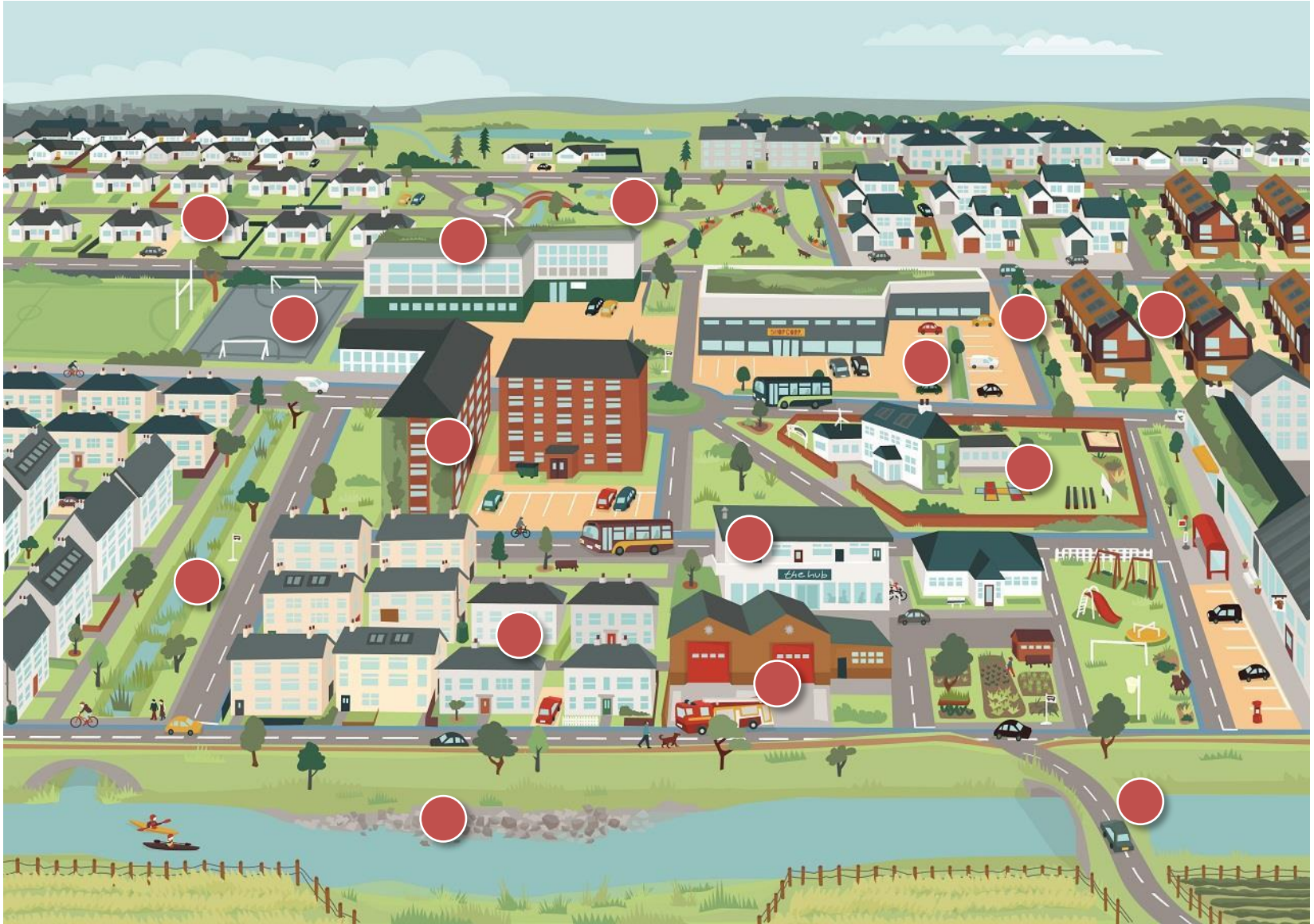
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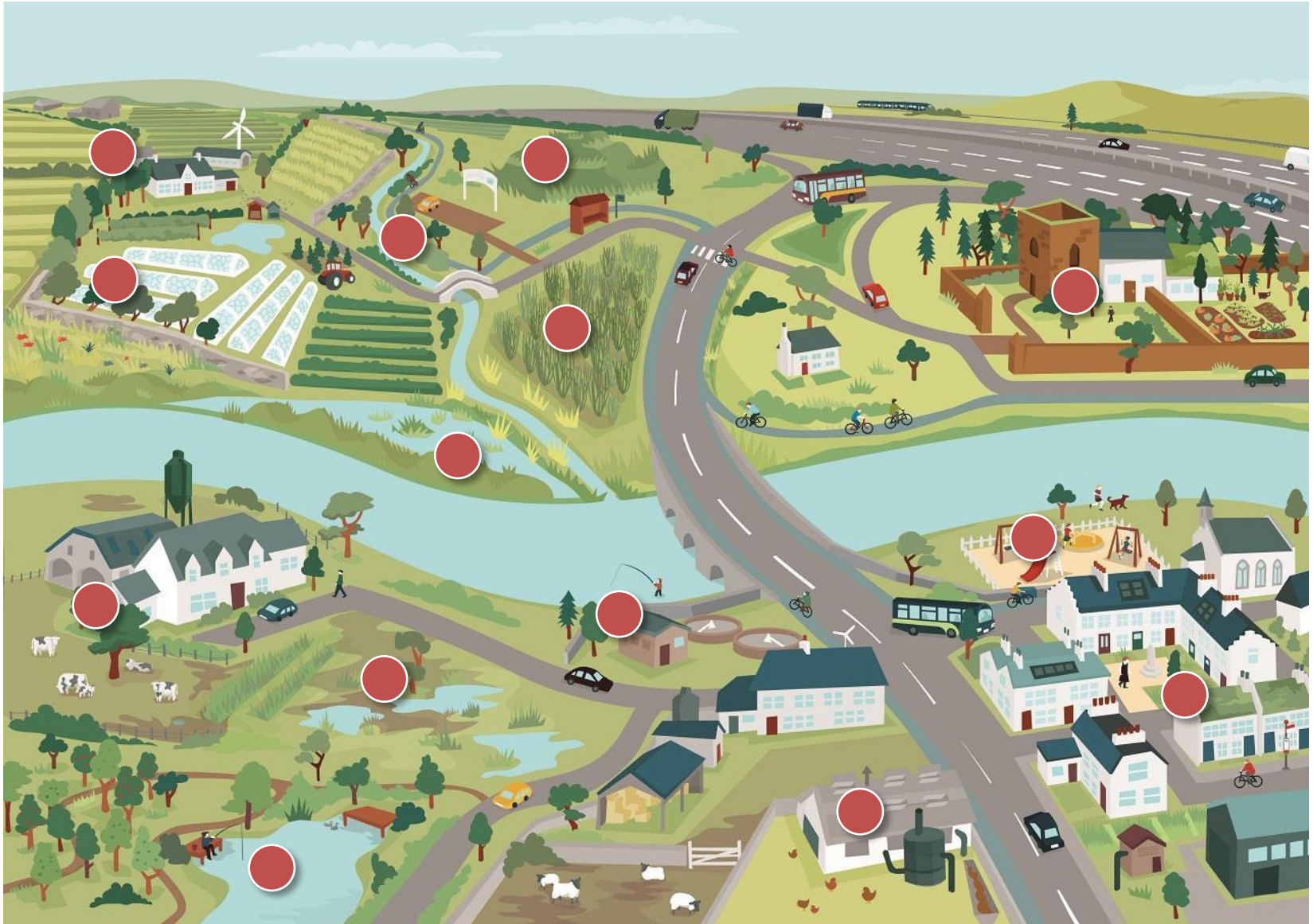
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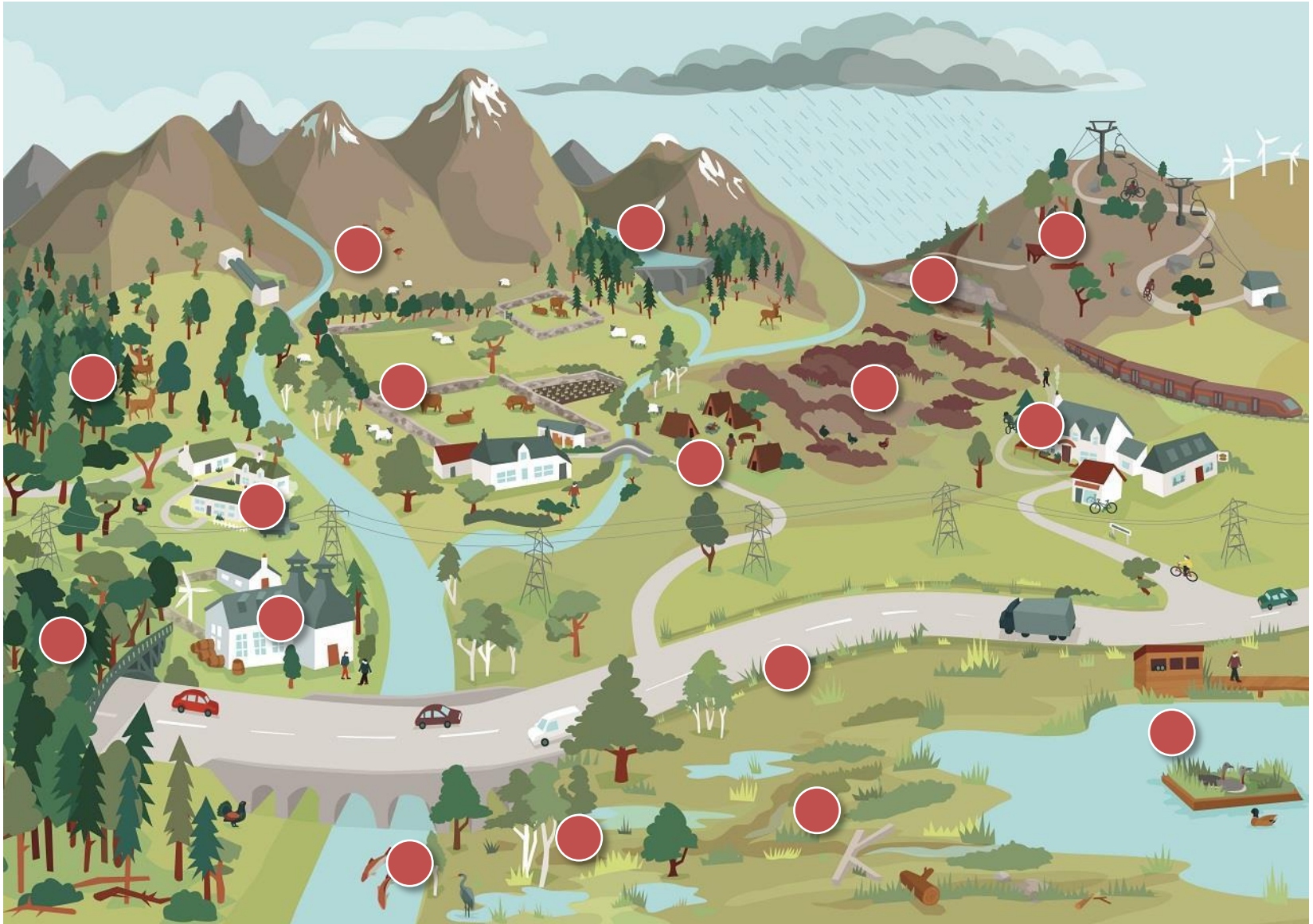
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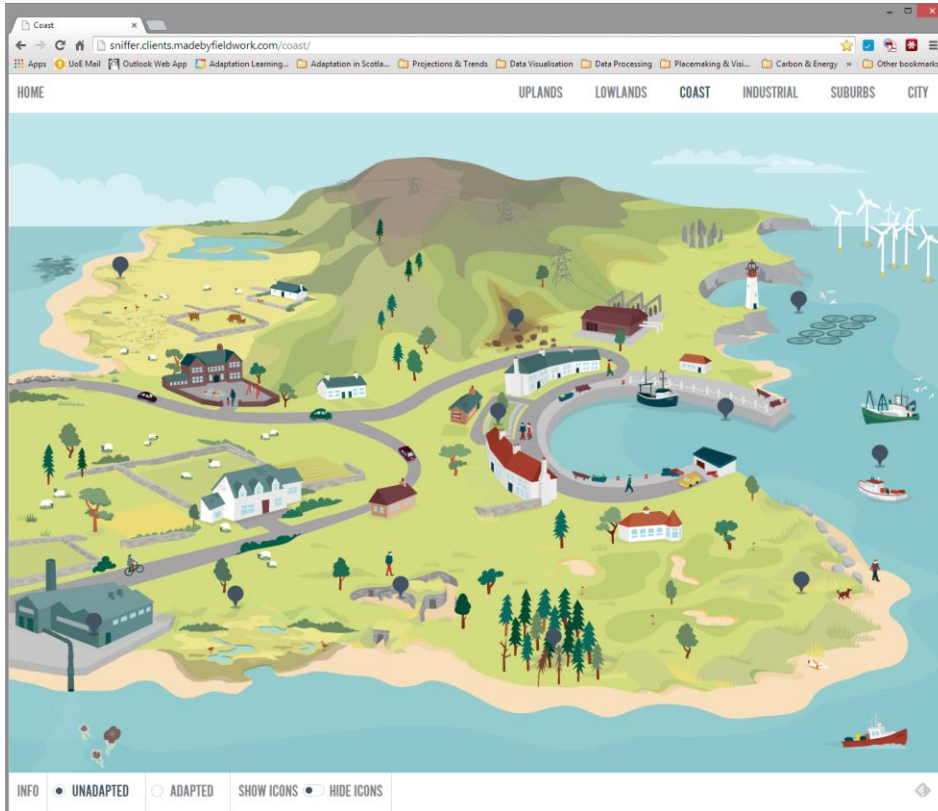


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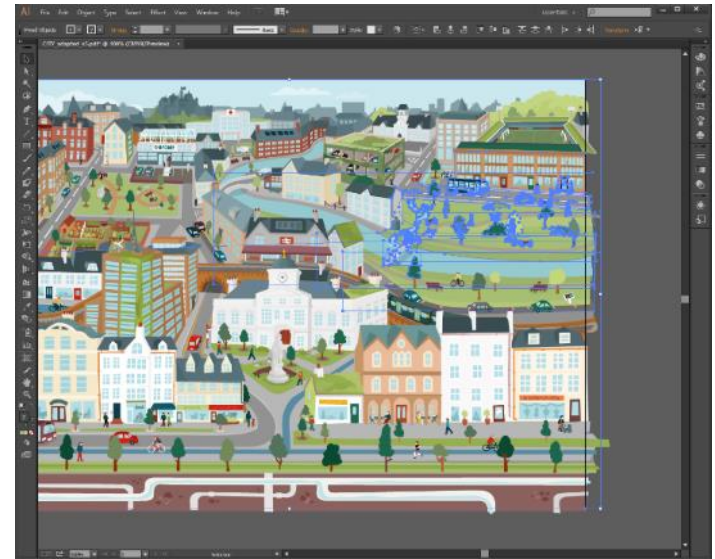
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Interactive Website



<http://sniffer.clients.madebyfieldwork.com/>

Re-Useable Artwork



This is intended to be a tool for engagement – it should start a conversation. It is something we would like to see develop over time.

- How could it be used to engage people on adaptation? (i.e. not just a website)
- Any ideas for how we could develop this / or similar approach further?

