The Benchmarking Tool – Supporting and Assessing Progress against the Adaptation Capability Framework

KE4CAP   March 2021

The Adaptation Scotland programme is funded by the Scottish Government and delivered by sustainability charity Sniffer.
Overview of the Presentation

1. Overview of the Adaptation Capability Framework
2. Introduction to the Benchmarking Tool
3. Description of the Benchmarking Working Group
4. Lessons learnt, challenges and opportunities
An organisation has adaptation ‘capability’ that determines its ability to deliver climate adaptation. This is multi-faceted, comprising four adaptation capabilities:
MATURITY STAGES:

An organisation can develop adaptation capability over time.
Maturity Stage: Starting

Your organisation is able to communicate why adaptation matters by linking it to your strategic objectives. You have considered where adaptation fits in your organisation and identified key opportunities to begin your adaptation work as well as what resources are available to support it.

Maturity Stage: Intermediate

Your organisation now has governance arrangements in place to deliver adaptation. You are systematically identifying opportunities to include adaptation in plans, policies and procedures. These opportunities are being taken up by emerging adaptation champions across your organisation.

Maturity Stage: Advanced

Your organisation delivers a broad range of action on adaptation, which is now being mainstreamed into many plans, policies and procedures. Your governance arrangements are kept up-to-date and are able to reflect changing demands as more people become involved. There is a supported network of ‘champions’ who continue to lead the way on adaptation.

Maturity Stage: Mature

Making mainstream adaptation more effective across plans, policies and procedures

Mainstream adaptation into plans, policies and procedures (often seen as a burden) by mainstreaming into your organisation’s functions. Prioritise actions that will deliver the most impact, but also embed adaptation considerations within new adaption cycles for a whole range of plans, policies and procedures.

Develop a network of recognised adaptation ‘champions’

As more people become actively involved in delivering adaptation across your organisation, it is important to continue to recognise and support — and assist where needed — the lead role that adaptation champions and adaptation champions’ networks play in delivering adaptation. By developing a formal, informal network you can create space for communication and encourage peer support.

Review and update governance arrangements for adaptation

Your organisation should periodically review, reflect on and update governance arrangements for adaptation. This will help you take the opportunity to see where and for changing demands as adaptation progresses — as well as respond to any wider changes taking place in your organisation.
<table>
<thead>
<tr>
<th>Stage</th>
<th>Intermediate</th>
<th>Advanced</th>
<th>Mature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Culture &amp; Norms</td>
<td>OCA: Consider how your organisational culture can support or hinder adaptation</td>
<td>OCA: Identify opportunities to enhance adaptation in plans, policies and procedures</td>
<td>OCA: Establish a governance framework for adaptation and climate change planning and management</td>
</tr>
<tr>
<td>Understanding the Situation</td>
<td>UCA: Understand climate change and its impacts on your organisation</td>
<td>UCA: Establish a governance framework for adaptation and climate change planning and management</td>
<td>UCA: Establish a governance framework for adaptation and climate change planning and management</td>
</tr>
<tr>
<td>Planning &amp; Implementation</td>
<td>PIA: Identify existing adaptive capacity within your organisation</td>
<td>PIA: Define a strategic climate change management framework</td>
<td>PIA: Assess the impact of climate change on your organisation and its stakeholders</td>
</tr>
<tr>
<td>Partnering Together</td>
<td>WTA: Build and maintain partnerships to support adaptation</td>
<td>WTA: Engage with stakeholders to identify opportunities and potential barriers</td>
<td>WTA: Establish an engagement strategy and action plan</td>
</tr>
<tr>
<td>Ongoing Support</td>
<td>OCA: Engage with colleagues to identify opportunities and potential barriers</td>
<td>OCA: Establish a governance framework for adaptation and climate change planning and management</td>
<td>OCA: Establish a governance framework for adaptation and climate change planning and management</td>
</tr>
</tbody>
</table>
The aim of benchmarking is to:

- Describe your organisation's current adaptation capabilities and provide a baseline from which progress may be measured
- Identify your current organisational position within the Adaptation Capability Framework
- Illustrate what you've already done on adaptation and highlight where improvement is needed
- Provide a way to understand and track ambitious change
- Support project planning
• The benchmarking tool aims to assess the adaptation progress of an organisation not an individual employee, team or department.

• It should reflect the current progress on adaptation of your organisation as a whole and should be contributed to by a number of teams, sectors and departments.
Accessing the Benchmarking Tool

Benchmarking

The Benchmarking Tool helps illustrate an organisation’s adaptation journey. It should be used to provide a baseline assessment of your organisation’s current adaptation capabilities and how their development progresses over time. It highlights which capability areas the organisation is excelling at and others where more work may be needed. It can aid communication and engagement to show what your organisation is aiming for and the steps needed to get there.

The Benchmarking Tool aims to assess the adaptation progress of an organisation NOT an individual employee, team or department. The tool, therefore, may need to be completed by you or a small group of colleagues initially and then finalised through discussions with management and/or different departments.

The aim of benchmarking is to:

- Describe your organisation’s current adaptation capabilities and provide a baseline from which progress may be measured
- Identify your current organisational position within the Adaptation Capability Framework
- Illustrate what you’ve already done on adaptation and highlight where improvement is needed
- Provide a way to understand and track ambitious change
- Support project planning

The Benchmarking Tool was revised following user feedback and updated August 2020. Download the latest version [here](https://www.adaptationscotland.org.uk/how-adapt/your-sector/public-sector/benchmarking).

Adaptation Scotland hosts a Benchmarking Working Group to support public bodies in using the Adaptation Capability Framework and benchmarking progress. Find out more about the group’s members and activities [here](https://www.adaptationscotland.org.uk/how-adapt/your-sector/public-sector/benchmarking).
The Benchmarking Tool

Preliminary Questions - to complete BEFORE benchmarking

Organisation Name: 
Organisation Code: 
Organisation Sector: 
City/Region: 
Reporting Period: Annually
Current Period: 
Current Year: 

Reporting Period: Annually
Current Period: Annually
Current Year: 

The Adaptation Scotland programme is funded by the Scottish Government and delivered by sustainability charity Sniffer.
Organisations consider what maturity they are currently at for each capability by comparing to description of each maturity stage.

**Maturity Stage: 1. STARTING**

**Description of how capability is displayed by organisation at this stage:**
Your organisation is able to communicate why adaptation matters by linking it to your strategic objectives. You have considered where adaptation fits in your organisation and identified key opportunities to begin your adaptation work – as well as what resources are available to support it.

**Progress Level:**
How accurately does the description of an organisation at that maturity stage reflect your current organisational situation? Please provide an assessment on a scale of 0-3 where 0 indicates your organisation does not display or illustrate any of the traits or characteristics described in the summary box at all and 3 meaning that your organisation currently matches the description provided accurately.

<table>
<thead>
<tr>
<th>Annually</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
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<tbody>
<tr>
<td><strong>Score</strong></td>
<td></td>
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</table>
Assess progress against tasks

<table>
<thead>
<tr>
<th>Task Code</th>
<th>Task Description</th>
<th>Is this task relevant for you?</th>
<th>Are processes in place to undertake task?</th>
<th>Start Date (Optional)</th>
<th>Resource Required (Optional)</th>
<th>Tasks Required (Optional)</th>
<th>No. Days Required (Optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OC2A</td>
<td>Secure resources to plan and deliver adaptation</td>
<td></td>
<td></td>
<td>dd.mm.yy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC2B</td>
<td>Engage with colleagues to identify adaptation</td>
<td></td>
<td></td>
<td>dd.mm.yy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC2C</td>
<td>Establish governance arrangements for adaptation</td>
<td></td>
<td></td>
<td>dd.mm.yy</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Yes | Your organisation has established processes and ongoing actions for this task
Partly | Some initial efforts have been taken towards the identified task but more work is required
No | You have not started or considered this task
Record further detail on progress against tasks

<table>
<thead>
<tr>
<th>Evidence to justify progress</th>
<th>Learning (what worked well and what could be better)</th>
<th>Other thoughts / comments for each individual task</th>
</tr>
</thead>
</table>
## Summary Visual of Benchmarking Results across all Capabilities

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1C1A Examine the Structure &amp; Priorities of your Organisation</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>1C1B Identify resources available for adaptation</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>1C2A Secure resources to plan and deliver adaptation</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>1C2B Engage with colleagues to identify adaptation opportunities and potential ‘champions’</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>1C2C Establish governance arrangements for adaptation</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>1C3A Identify opportunities to include adaptation in plans, policies and procedures</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>1C3B Motivate ‘champions’ and actively promote adaptation across the organisation</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>1C4A Mainstream adaptation into your organisation’s plans, policies and procedures</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>1C4B Develop a network of recognised adaptation ‘champions’</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>1C4C Review and update governance arrangements for adaptation</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
</tbody>
</table>

### Understanding the Challenge Progress Level

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>2C1A Learn about climate trends and projections</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>2C1B Learn about climate impacts affecting Scotland</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>2C2A Develop understanding of climate risk and vulnerability</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>2C2B Consider how your organisation’s (decisions) functions might be affected by climate change</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>2C3A Explore the impact of recent weather events</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>2C3B Undertake strategic climate change risk assessment</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>2C4A Undertake project</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>2C4B Accessible climate adaptation knowledge that is integrated into internal systems and procedures</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
<tr>
<td>2C4C Actively engaged in sharing, learning</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
<td>Relevant - Ongoing</td>
</tr>
</tbody>
</table>

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### Benchmarking Progress

<table>
<thead>
<tr>
<th>July 2019</th>
<th>August 2020</th>
</tr>
</thead>
</table>

#### Data Collection & Analysis
- **July 2019**
  - New data collection protocols implemented.
  - Improved accuracy in data entry.
  - Increased data consistency.

- **August 2020**
  - Further optimization of data collection methods.
  - Enhanced data analysis tools.
  - Real-time data monitoring.

#### Progress & Improvement
- **July 2019**
  - Focus on improving efficiency in data processing.
  - Incentivization for prompt data submission.
  - Regular review of data integrity.

- **August 2020**
  - Implementation of automated data validation.
  - Enhanced project management software.
  - Increased team collaboration.

#### Monitoring & Evaluation
- **July 2019**
  - Regular tracking of progress against targets.
  - Monthly reports on project status.
  - Ongoing evaluation of impact.

- **August 2020**
  - Integration of real-time feedback mechanisms.
  - Automated monitoring of key performance indicators.
  - Continuous improvement cycle.

#### Conclusion
- **July 2019**
  - Initial improvements noted in data collection.
  - Incremental progress in efficiency and accuracy.

- **August 2020**
  - Significant advancements in monitoring and evaluation.
  - Enhanced data quality and insights.
  - Continued focus on improvement and innovation.
See your progress over time (and in comparison to other anonymised public bodies)

How Organisations In Your Sector progressed over time
Your organisation’s overall benchmarking assessment is highlighted in red
This area will contain further learnings from other organisations.
Benchmarking Working Group
Working Group Activities

- **Collective group actions:**
  - Bi-annual working group meetings
  - Thematic Workshops
  - Monthly Drop-In Calls

- **Individual Member activities:**
  - Quarterly Reflective Learning Reports
  - Submission of Completed Benchmark Assessments
Reflective Learning

What are the key principles of using a learning log?

• **Record information AND impressions** - This log should be a space to compile information on activities, tangible things like what happened and what was done, but it also offers the opportunity for you to reflect on your impressions and feelings.

• **Complete it regularly** - Written inputs should be made throughout the process not ‘in one go’ at the end. The Working Group agreed that members record entries at least once a month.

• **Be timely and honest** - Try and record entries close to the time of the event so that your recollection or reflection is not distorted or influenced by time and all the important aspects are captured openly and truthfully.

• **Make it personal** - A learning log contains your record of your experiences, thoughts, feeling and reflections. There is no right or wrong answer. Results will be unique to you. Remember all findings will be anonymised.

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**Template: copy and paste table for each entry**

<table>
<thead>
<tr>
<th>Time frame for diary entry (DD/MM/YEAR – DD/MM/YEAR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities/Events: What happened in relation to adaptation activities describe what happened, why/what was involved, and what you did over the past month (or review your previous learning log entry).</td>
</tr>
<tr>
<td>Motivations: Why did you do this? What were you aiming to achieve and why is this important (on a personal and organisational level)? If these activities explicitly aimed at developing a capability or task from the framework please identify this.</td>
</tr>
<tr>
<td>Outcomes: Did this lead to anything tangible? (e.g. identifying next steps, specific outcomes such as new materials or evidence developed)</td>
</tr>
<tr>
<td>Your views: How did it go? What went well and what didn’t? Why?</td>
</tr>
<tr>
<td>Additional considerations: Do you feel anything else could have helped influence this activity/event to better contribute to developing your organisation’s adaptation capabilities?</td>
</tr>
<tr>
<td>New insights: Did this event or activity provide any new insights/understandings?</td>
</tr>
<tr>
<td>Informing your activities: Will these insights be useful to inform your future activities? How?</td>
</tr>
<tr>
<td>Enables and barriers: What internal or external processes/systems/stakeholders/decisions have aided or restricted your adaptation activities and why?</td>
</tr>
</tbody>
</table>

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Emerging Themes from Submitted Learning Logs

• Many organisations have had resources (staff and financial) for adaptation diverted/reduced due to COVID

• Shared frustrations of not being able to report more adaptation progress in Public Bodies Climate Change Reporting Duties

• Multiple members noted that they felt they and colleagues are ‘speaking different languages’ in relation to climate change, however found tips from Susanne Moser’s workshops useful in addressing

• Activities ongoing to provide updates on Benchmarking progress at SMT/ Leadership Team/ Climate Change Group meetings to keep adaptation ‘on the agenda and radar’ of senior colleagues

• Engaging and collaborating with other public bodies was highlighted as beneficial for identifying joint projects and learning from each other

• Adaptation champions in various forms being established – sustainability pioneers, climate champions
Case Study Example – Forestry and Land Scotland

• Figure out what is right for your organisation. The Framework is comprised of 50 tasks – it is important to realise you do not have to hit every single one of them straight away. Take time to consider what your organisation has already done on adaptation (and celebrate that), understand your organisational objectives and adaptation aims and figure out which capability tasks support you to get there. Undertaking a Benchmarking workshop helps identify what is relevant for your organisation and helps track progress over time.

• Let colleagues know what you are doing – provide regular updates. Be honest in benchmarking. It’s OK to find out that your organisation hasn’t already made much progress – the important thing is to ensure that you’re heading in the right direction from where you are now.
The Council has joined Adaptation Scotland’s Benchmarking Working Group comprising a group of public sector organisations actively using their adaptation capability framework and benchmarking adaptation progress, developing case studies and sharing good practice in order to improve climate adaptation strategies in Scotland.

SFRS have utilised the materials and support provided by Adaptation Scotland to assess and benchmark the Service’s maturity against the Adaptation Capability Framework. The Service has undertaken the Strategic Climate Change Risk Assessment to evaluate the vulnerability of SFRS to climate risks and to outline mitigation measures.

2(b) How is climate change action managed and embedded by the body?

Provide a summary of how decision-making in relation to climate change action by the body is managed and how responsibility is allocated to the body’s senior staff, departmental heads etc. If any such decision-making sits outside the body’s own governance arrangements (in relation to, for example, land use, adaptation, transport, business travel, waste, information and communication technology, procurement or behaviour change), identify how this is managed and how responsibility is allocated outside the body (JPEG, PNG, PDF, DOC)

Climate change action continues to be strategically encouraged across the organisation via the annual Business Improvement Planning (BIP) production process. The BIP Corporate Guidance document, which requires all services to document their plans for addressing climate change, was refined during 18/19 to allow more meaningful information to be gathered; this included asking services to identify potential negative impacts as well as positive ones. The checking process for draft BIPs was also improved, allowing better identification of issues to address in the following year.

As previously reported, the Council’s Policy Development Framework has served as another mechanism for strategically encouraging climate change considerations to be embedded into new (policy-related) activities, including through the Strategic Environmental Assessment (SEA) process. During 18/19, work continued in relation to the review of Policy Development Framework and re-naming it as the Impact Assessment Guide, for approval early in the 19/20 reporting year. These changes were undertaken to provide a clearer, more streamlined system and to strengthen provisions throughout the process of policy development and approval.

The CMOG continued to provide a further governance/decision-making mechanism in 18/19, with key services across the Council collaborating to record and reduce carbon emissions. The ‘Healthy Environments’ group, established between the Council and the East Dunbartonshire Health and Social Care Partnership during 17/18, continued to operate in 18/19, providing a forum for partners to collaborate on issues spanning the climate change and health agendas, including active travel and nature-based solutions to mitigation and adaptation.

At the Glasgow City Region level, the Council participates in and contributes financially towards the Climate Ready Clyde partnership, co-ordinated by Sniffer and hosted by Clydebank. Clydebank plays an important role in promoting collaboration between public sector bodies on adaptation and promoting a shared agenda to address adaptation within the City Region. The partnership is also represented on the Land Use and Sustainability Portfolio Group of Glasgow City Region, which is led by East Dunbartonshire Council. This provides a key link between the work of the partnership and of Glasgow City Region, facilitating consideration of the climate change adaptation issues in relation to key investment decisions in the City Region. During the reporting year, the close relationship between Climate Ready Clyde and the City Region’s Land Use and Sustainability Portfolio Group was illustrated by the Council’s Chief Executive giving a keynote speech at the launch event for the Climate Ready Clyde Risk and Opportunity Assessment, and his involvement in the launch event for Adaptation Scotland’s Adaptation Capability Framework.
Challenges & Opportunities

• Benchmarking process enables engagement within an organisation to understand and plan adaptation action.

• The assessments and working group feedback highlights where organisations require further assistance and where Adaptation Scotland can support.

• Outstanding need to consider alignment of M & E at different scales – including intervention, organisation and national level.
Thanks!

If you have any further questions, contact us at AdaptationScotland@sniffer.org.uk