



# Resilient South

Strengthening the Southern Region  
for changes in our climate

## Social & Institutional Mechanisms for Transitioning to Resilient Practices

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**Australian Government**  
**Attorney-General's Department**



**Government of  
South Australia**

Government of South Australian agencies contributing include South Australian Fire and Emergency Services Commission, Department of Environment, Water And Natural Resources and the Adelaide and Mount Lofty Ranges Natural Resources Management Board

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## Executive Summary

Resilient South is a partner project between the Cities of Onkaparinga, Holdfast Bay, Marion and Mitcham and State and Federal Governments to develop a Regional Climate Change Adaptation Action Plan (the Adaptation Plan) for the southern Adelaide region (the region).

Attributes of institutional resilience, adaptive capacity, and the mechanisms by which institutions adapt to change generally and climate change in particular, is the focus of this report. The discussion and conclusions set out in this report will directly influence the Adaptation Plan.

It is accepted that the presence of factual information about the impacts of climate change (i.e. the science), does not, in isolation, lead to broad changes in human or institutional behaviour to ameliorate or respond to such impacts. Social and institutional norms play a powerful role in both reinforcing the “status quo” and in behaviour change.

On this basis, primary and secondary research was undertaken to better understand how change occurs, what barriers to change exist, the institutional characteristics, attributes and tools likely to be associated with a high degree of resilience and capacity to adapt, and how these learnings can be applied in the context of the Adaptation Plan.

The findings of this research fall within the interrelated themes of:

- People and culture, including the roles of both leadership and empowerment in an organisations ability to not only embrace change but be proactive and innovative in a context of change;
- The vital role of communication and engagement in not only providing information about climate change adaptation, but connecting it to individuals’ and organisations’ values, and building capacity to act on information;
- Access to financial and non-financial resources (time, skills) to allocate to building resilience; and
- Functional strategic and operational instruments that link high level priorities and daily decisions and behaviours.

Each theme is applicable to the development of the Adaptation Plan. Specific insights that are recommended for consideration in development of the Adaptation Plan are that:

- Building adaptive capacity is an important adaptation option. The Adaptation Plan should include actions that focus on building resilience and adaptive capacity in the region, as well as actions that related to physical works and “hard” infrastructure.
- Connecting adaptation options to known values within the region will increase the likelihood of change occurring;
- Existing plans and initiatives being implemented in the region are likely to “dovetail” with options for responding to the risks and opportunities presented by climate change, and the Adaptation Plan should integrate with these activities wherever possible; and

- Planning for and allocating resources to long term challenges can be inhibited by governance arrangements and the political environment. Strategies for overcoming these barriers would support adaptation and could be explored in the development of adaptation options.

Figure A shows how each of these recommendations relate to the Model of Receptivity that is a key foundation of the approach to the Resilient South project.

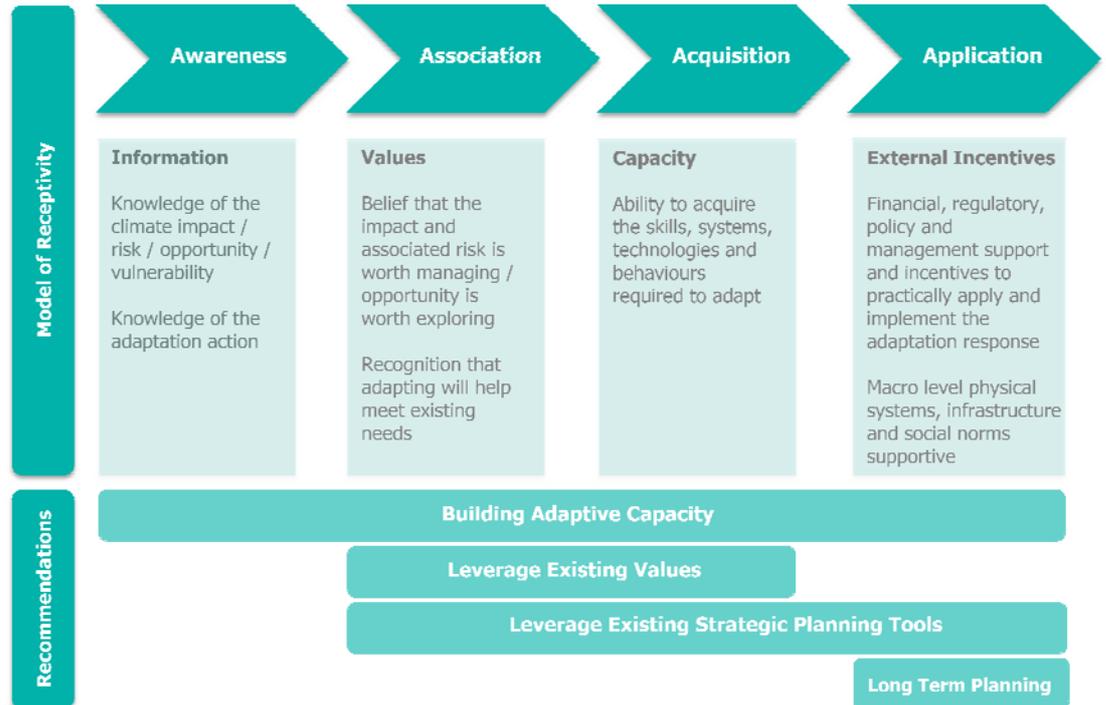


Figure A: Recommendations of this study in relation to the Model of Receptivity

# 1 Introduction

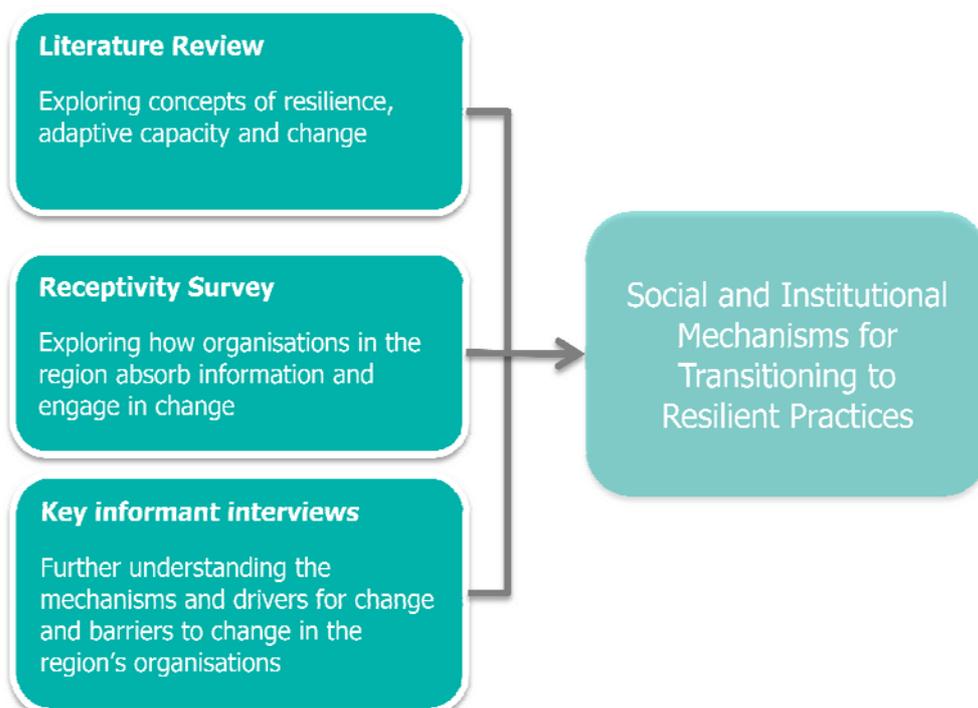
Resilient South is a partner project between the Cities of Onkaparinga, Holdfast Bay, Marion and Mitcham, and the South Australian and Federal Governments to develop a Regional Climate Change Adaptation Action Plan (the Adaptation Plan) for the southern Adelaide region (the region).

The Adaptation Plan aims to deliver a consolidated source of rigorous scientific information about climate change risks, opportunities and vulnerabilities for specific sectors with detailed recommendations regarding adaptation options. Importantly, the Adaptation Plan will also integrate the social sciences and draw on learnings regarding the social and institutional mechanisms required for transitioning towards more resilient and sustainable systems and practices.

## 1.1 Focus of this report

Attributes of institutional resilience, adaptive capacity, and the mechanisms by which institutions adapt to change generally, and climate change in particular, is the focus of this report. The discussion and conclusions set out in this report are intended to directly influence the Adaptation Plan.

Figure 1-1 shows the various streams of work that have been undertaken within the Resilient South project to better understand change, including developing a greater appreciation of the barriers to change that exist currently, and the opportunities that are available to build resilient practices within institutions.



**Figure 1-1: Resilient South project work to understand social and institutional mechanisms for change**

This report therefore sets out:

- A methodological basis for consideration of the social and institutional dimensions of climate change adaptation (Section 2);
- A discussion of the institutional characteristics and attributes likely to be associated with a high degree of resilience and capacity to adapt, derived from primary and secondary research (Section 3); and
- A discussion of how these mechanisms can be fostered within the region through strategies and actions set out in the Adaptation Plan (Section 4).

Key terms associated with climate change adaptation and used throughout the report are defined in Table 1-1.

**Table 1-1 Definitions of Key Terms**

Key Term	Definition <sup>1</sup>
<b>Resilience</b>	The capacity to adapt to change and to be flexible and prepared for change and for the uncertainty associated with it.
<b>Adaptation</b>	Taking action to avoid, withstand or take advantage of current and projected climate changes and impacts.  Adaptation both decreases vulnerability and increases resilience to impacts.  Adaptation can involve reducing the harmful impacts of climate change as well as taking advantage of opportunities brought by climate change.
<b>Adaptive Capacity</b>	The ability of a system to adjust to climate change, to moderate potential damages, to take advantage of opportunities, or to cope with the consequences.  Adaptive capacity is an expression of resilience in the face of the harm brought by climate change.  Human and social capital are key determinants of adaptive capacity.
<b>Vulnerability</b>	Susceptibility to adverse impacts of climate change, reduced capacity to manage the impacts of change.
<b>Receptivity</b>	Openness and ability to adapt to the impacts of climate change.  A frame for considering perceptions or values associated with risks, level of awareness about risks, skills and abilities in responding to the risk, and enabling or constraining influences being exerted by the broader social, institutional and physical context. <sup>2</sup>

<sup>1</sup>Resilient South (2013) *Institutional Resilience and Climate Change – A Focused Review*, prepared by the Australian Workplace Innovation and Social Research Centre as part of the Resilient South consultancy led by URPS, for the Cities of Onkaparinga, Holdfast Bay, Marion and Mitcham in association with the Government of South Australia and the Australian Government, pp. 2-5

<sup>2</sup>Resilient South (2013a) *Resilient South Project Background Paper – Transitioning Towards Resilient Futures – Building capacity and commitment to adapt to climate change in the southern Adelaide Region*, prepared by Nina Keath for the Cities of Onkaparinga, Holdfast Bay, Marion and Mitcham in association with the Government of South Australia and the Australian Government, p. 6

## 2 Social and Institutional Dimensions of Climate Adaptation

*“Twenty years ago, we thought that if we got the science right and told people loudly enough, that would be enough.*

*But it wasn't. We're learning that actually it is people's values and attitudes that shapes responses. We would have done things differently if we had realised that...it will be participation that makes us resilient and adaptive”.*

**Professor Dave Griggs, Monash University, 2012 National Climate Change Adaptation Research Facility (NCCARF) Conference<sup>3</sup>**

In this quote, respected climate scientist Professor Dave Griggs neatly summarises a concept that is now well established in climate change adaptation literature: that the presence of factual information about the significant (also complex and long term) impacts of climate change, does not, in isolation, lead to broad changes in human or institutional behaviour to ameliorate or respond to such impacts.

The World Bank has identified “behavioural and institutional inertia’, in other words, a lack of responsiveness and capacity to act flexibly”, as a key barrier to climate change adaptation.<sup>4</sup>

Scientific data and evidence presented in support of a need to address risks and vulnerabilities will inevitably be “interpreted differently according to ... values, attitudes and beliefs”<sup>5</sup> held by individuals, institutions, and societies. Navigating the complexities of these interpretations with the intent of building resilience to climate change impacts, requires consideration of, and engagement with, social and institutional mechanisms that operate to define and reinforce values and attitudes, and in turn drive behaviour and behaviour change.

The World Bank has emphasised the powerful role of social norms in driving climate change adaptation, arguing that people will “rely on others to determine their own behaviour”, and that “ensuring that adaptive decision making is more visible publicly ... has been found to increase people's willingness to cooperate in changing their behaviours”.<sup>6</sup>

The fundamental importance of linking adaptation with social, cultural and institutional values is further highlighted in the South Australian context, where the government partnerships that formalise adaptation planning and the development and implementation of climate change adaptation plans (Sector Agreements) are created pursuant to the *Climate Change and Greenhouse Emissions Reduction Act 2007*, but embarked upon on a voluntary basis. In the absence of a “rule” to enforce adaptation actions throughout South Australian organisations, maintaining the relevance of adaptation planning to stakeholders' roles and priorities remains the most effective way to encourage ongoing adaptation efforts and the continued building of resilience across South Australia.

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<sup>3</sup>Resilient South (2013a) p. 8

<sup>4</sup>Resilient South (2013) p. 26

<sup>5</sup>Resilient South (2013a) p. 5

<sup>6</sup>Resilient South (2013) p. 27

The literature reflects the growing acceptance that understanding of the relevant scientific arguments does not in itself guarantee that adaptation actions would be adopted by an individual or an organisation, and that complex existing social values, behaviours, attitudes, and belief systems are central to how individuals and organisations process information and act on it.

## 2.1 The Role of Institutions

Within the climate change adaptation literature, institutional change is identified as a strong driver of ultimate individual behavioural and attitudinal change.<sup>7</sup> Institutional change in this context can be understood as:

*“Collective and coordinated change across key stakeholder sectors of influence, namely, government, business and community organisations. It involves integrating climate change adaptive responses into mainstream planning and decision making and ensuring that its impact therefore occurs at all levels and across sectors.”<sup>8</sup>*

The Intergovernmental Panel on Climate Change (IPCC) has noted that amongst organisations, governments in particular “have a critical role to play in increasing resilience through promoting adaptive capacity at the institutional level”<sup>9</sup> through actions such as providing information to support individual and organisational decision making, and actively protecting public assets and resources.<sup>10</sup> This is not to discount the role of non-government institutions in fostering resilience – there is an identified need to embed climate change considerations in business planning and decision making, and some research reflects “direct links between resilient communities and vibrant businesses”.<sup>11</sup>

In the context of these ideas, research and stakeholder engagement for the Resilient South project is focused on the role of organisations, groups and clubs, rather than individuals and households. This is because:

- Infrastructure and services that could be affected by climate change hazards are often the responsibility of organisations;
- Government, business and community organisations are nodes that connect the community and the region. Individuals and households continually connect with these institutions in daily life, for example by attending employment, driving on roads, purchasing goods, attending a school or library, or accessing a service like garbage collection or aged care.
- Organisations tend to utilise processes and tools that can also be mechanisms for responding to risk and opportunities and supporting adaptation to a changing climate. Examples of such processes and tools include policies, operating procedures, budgets and investment plans, and charters used by sports clubs and community organisations.

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<sup>7</sup>Resilient South (2013) p. 11

<sup>8</sup>Resilient South (2013) p. 11

<sup>9</sup>Resilient South (2013) p. 12

<sup>10</sup>Resilient South (2013) p. 12

<sup>11</sup>Resilient South (2013) p. 21

## Domains and Sectors

Organisations, groups and clubs invited to participate in the project are those which operate within the region's key relevant domains and sectors as identified in the project's original brief (refer Table 2-1). Actions within these domains and sectors will be the focus of the Adaptation Plan.

**Table 2-1 Domains and Sectors to be considered in the Adaptation Plan**

Domain	Environment and Natural Resources	Social and Community	Economy and Infrastructure
<b>Sector</b>	Water resources Coastal management Biodiversity	Community health and individual wellbeing Emergency management Culture and heritage	Energy and water Waste Tourism Transport Food and wine Infrastructure and urban areas Manufacturing and services

## 2.2 Barriers to Adaptation

Australia's Productivity Commission has identified four categories of barriers to climate change adaptation, each of which relate to the operation of institutions at macro and micro levels. These categories are:

- Market failures – inclusive of incomplete or inaccurate information leading to poor decision making, undersupply of goods and services required for adaptation, and reduced competition in markets inhibiting innovation and responsiveness.
- Regulatory barriers – such as government policies or regulations that increase costs, create delays or impair ability to act.
- Behavioural and cultural barriers – including constraints on individual decision making capacity, or ability to process information that assists in decision making.
- Organisational barriers – involving constraints on organisational decision making capacity.<sup>12</sup>

The Productivity Commission also identified uncertainty associated with climate change as a complicating factor in the development of adaptation responses.<sup>13</sup>

## 2.3 Model of Receptivity

Emerging from an appreciation of the social and institutional dimensions of adaptation, the Model of Receptivity (refer Figure 2-1) is a tool for considering factors influencing the willingness and ability of organisations to undertake climate change adaptation actions.

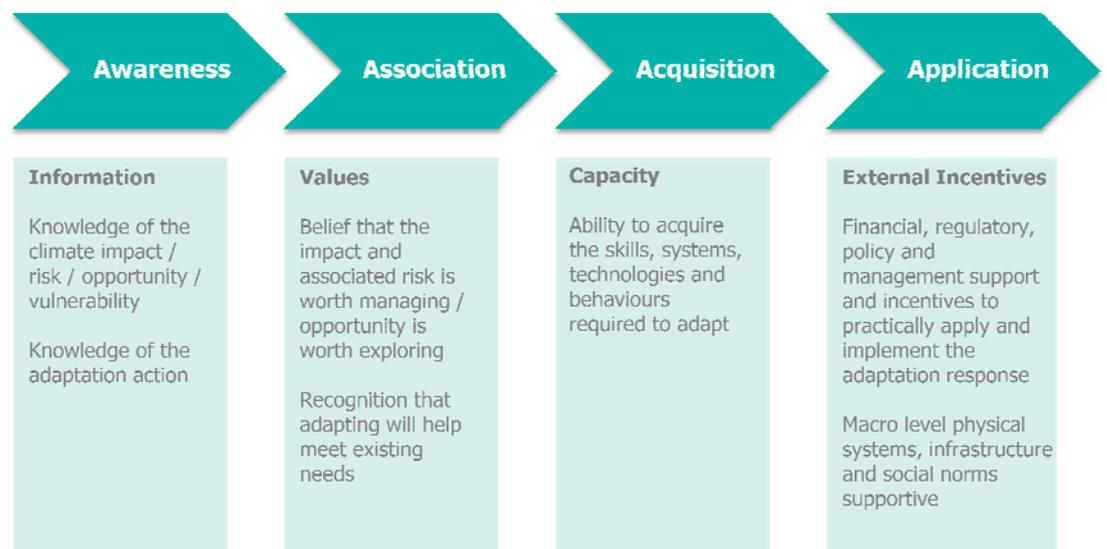
<sup>12</sup>Resilient South (2013) p. 28

<sup>13</sup>Resilient South (2013) p. 7

In this model, for change to occur, capacity must exist or be created across the following four attributes:

- Awareness –stakeholders’ access to relevant information
- Association –links between climate change risks, opportunities, and adaptation actions, and stakeholder needs and values
- Acquisition –the practical capacity of stakeholders to undertake adaptation actions
- Application – broad social and institutional conditions that support adaptation actions<sup>14</sup>

The Resilient South project has been built on an understanding that to be effective, the adaptation planning process should give consideration to each attribute in the Model of Receptivity throughout the stakeholder engagement and adaptation planning stages, and to the receptivity of key stakeholders and institutions in relation to each attribute.



**Figure 2-1: Model of Receptivity**

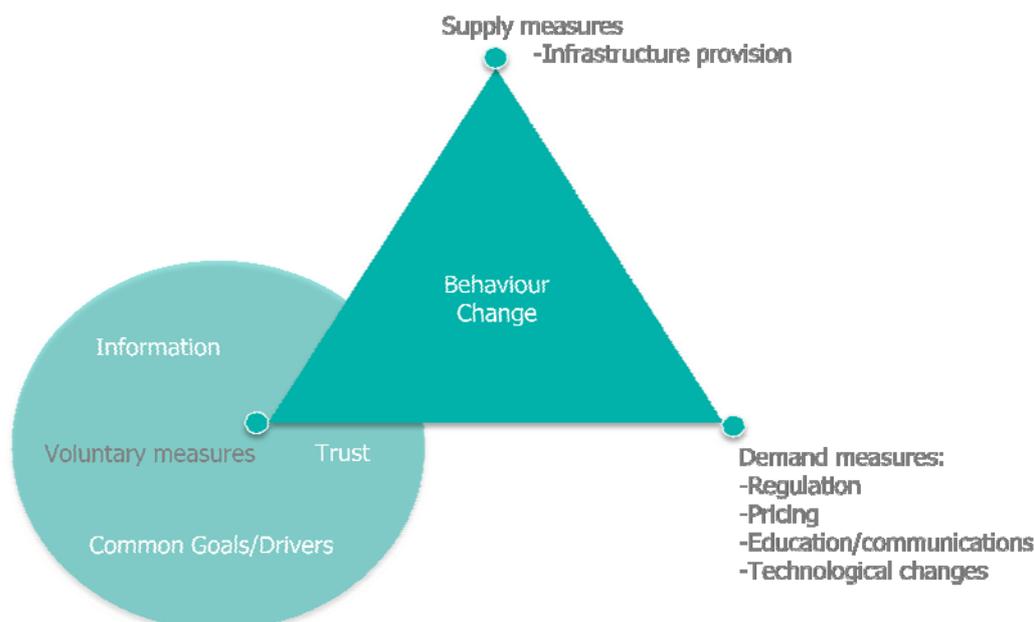
## 2.4 Methods of Changing Behaviour

If as the World Bank suggests “behavioural and institutional inertia’, in other words, a lack of responsiveness and capacity to act flexibly”<sup>15</sup> is a significant barrier to climate change adaptation, overcoming this barrier will necessitate behavioural change to achieve a more responsive and flexible mode of operation that translates into greater adaptive capacity. Engaging in different behaviours in this way can be understood as the process of transitioning to more resilient practices, and is applicable to individuals and institutions – institutional behaviour being driven by the people who together make up the institution, and the practices, processes and norms they participate in.

In this context an understanding of drivers, tools and mechanisms of behavioural change is useful. There are several complementary methods that can be applied to influence people’s behaviour and Figure 2-2 below describes how some of these methods might combine and apply to climate change adaptation.

<sup>14</sup>Resilient South (2013a) p. 6

<sup>15</sup>Resilient South (2013) p. 26



**Figure 2-2: Interrelated methods of changing behaviour for adaptation to climate change<sup>16</sup>**

As shown in Figure 2-2, behaviour change for adaptation to climate change can be achieved by three main methods:

- Supply measures - for example provision of infrastructure or modification of the environment;
- Demand measures - that can relate to pricing, regulation (such as codes and fines), information provision and education programs, and the implementation of alternative technologies; and
- Voluntary measures that support self-initiated behaviour change.

Three factors are involved in supporting voluntary behaviour change:

- Information - when individuals and groups are considering changes they want to make, they often need more information than they currently have. The important factor in a voluntary behaviour change approach is that information is only provided when people ask for it or when it follows on from a previous interaction that was not designed to transfer that information. Traditional communications activities such as the wholesale provision of information packs in the absence of previous relationships and interactions is less effective approach in a voluntary behaviour change context.
- Trust - individuals need to feel that the initiative is part of a credible program or has been suggested by people they can trust.
- Common actions allowing different drivers – in a voluntary behaviour change approach, while the end goal is common (e.g. adaptation to climate change), the approach recognises that different stakeholders may take action for different reasons, which relate to their own respective values and aspirations.

<sup>16</sup>Ampt, E (2012) *Changing behaviour*, WasteMINZ magazine, February 2012 WasteMINZ NZ

Figure 2-3 further illustrates the processes that occur when individuals, stakeholder organisations or communities make changes based on identifying a problem and voluntarily taking personal and/or shared responsibility. In the first instance, an individual or organisation decides to make a change so that he or she will improve their personal, business or community life in some way. The change may be triggered by any of the following:

- Arriving at a point where the negative effects of an existing activity reach a certain level of intolerance;
- Realising for the first time that it is possible to change;
- Hearing of someone else who has changed – particularly a “trusted other”;
- Experiencing a change moment, e.g., new job, house, partner (personal life), relocating, restructuring, new legislation (business);
- Feeling that change is the new way of doing things (new social norm).

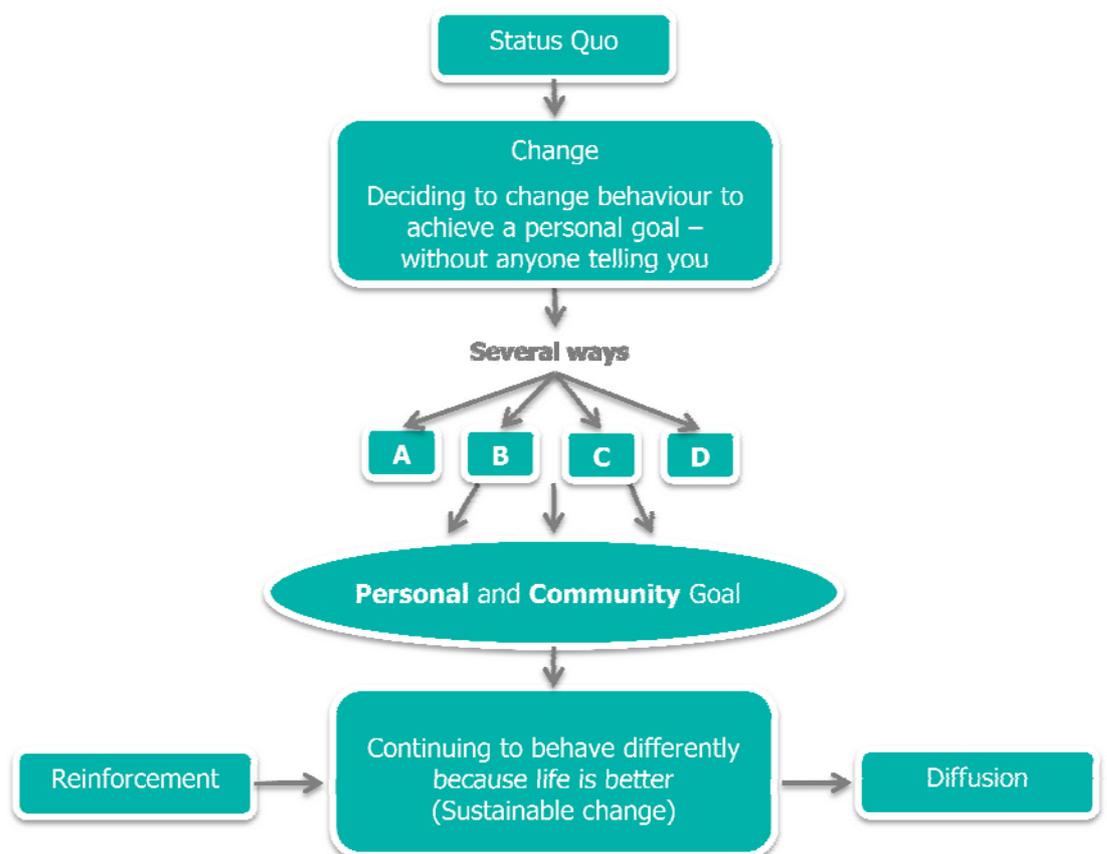


Figure 2-3: Conditions surrounding voluntary behaviour change<sup>17</sup>

<sup>17</sup>Ampt, E & Engwicht, D (2006) *A Personal Responsibility Perspective to Behaviour Change*, Proceedings of the Australasian Transport Research Forum, Melbourne

Since voluntary behaviour changes often result in a positive outcome for the changing individual or organisation (given that they are triggered by an attempt to overcome a negative reality), the changes have potential to be more sustainable and long-lasting than those triggered by external supply and demand measures. This sustainability can be assisted by reinforcement effects such as the additional benefits that may be derived from the change. Since the behaviour change has been a positive experience for the individual or organisation, the benefits (or news of the benefits) are passed on to others and the positive message of the change is diffused throughout the community.

This process of diffusing positive messages regarding the change is crucial in the context of climate change adaptation, where it is important to embed change and change processes broadly and over time.

Various theories and models have been developed to better understand how institutional and behavioural change occurs. An appreciation of concepts such as the Model of Receptivity and conditions for voluntary behaviour change have informed the Resilient South project methodology, and have underpinned the approach to understanding social and institutional mechanisms for transitioning to more resilient practices.

### 3 Characteristics of Institutional Resilience and Adaptive Capacity

A key component of the Resilient South project is to understand what institutional characteristics or attributes tend to be associated with adaptive capacity. Adaptive capacity at its core is about being able to bend, flex, adjust and respond as circumstances change. One of this project's key working assumptions is that organisations which display attributes associated with greater adaptive capacity are likely to be more resilient to the impacts of climate change over the long term.

The Resilient South project therefore seeks to identify those institutional characteristics associated with adaptive capacity, whether they relate to climate change specifically, or to change more generally. The Adaptation Plan will integrate these learnings, and be driven not only by scientific inputs, but also by social considerations that can facilitate the transition to more resilient practices.

To assist with identifying those institutional characteristics or attributes that lend themselves to an organisation or institution having a greater degree of adaptive capacity the Resilient South project has undertaken the following primary and secondary research tasks:

- An initial survey of stakeholder receptivity, documented in the *Resilient South Receptivity Survey Report*<sup>18</sup> (the Receptivity Survey);
- 17 key informant interviews undertaken with representatives of organisations in the southern region<sup>19</sup> (the Informant Interviews);
- A review of literature documented in the paper titled *Institutional Resilience and Climate Change – A Focused Review*,<sup>20</sup> and
- Review of the role and functions of selected legislative and strategic documents associated with organisations within the southern region.

The findings of this research fall within the interrelated themes of:

- People and culture;
- Communication and engagement;
- Access to resources; and
- Functional strategic and operational instruments such as plans, strategies, charters and procedures.

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<sup>18</sup>Resilient South (2013b) *Resilient South - Receptivity Survey Report* prepared by Concepts of Change as part of the Resilient South consultancy led by URPS, for the Cities of Onkaparinga, Holdfast Bay, Marion and Mitcham in association with the Government of South Australia and the Australian Government

<sup>19</sup>A summary of the key informant interview process is included in Appendix A

<sup>20</sup>Resilient South (2013)

It is noteworthy that these themes closely reflect the considerations set out in the Model of Receptivity (refer Section 2.2), and have a relationship to the barriers to climate change adaptation identified by the Productivity Commission (refer Section 2.3). Each of these themes is discussed in more detail in Sections 3.1 – 3.4.

Although as noted in section 2.1 this project is engaging with stakeholders within domains, the research has not revealed significant characteristics to differentiate these domains. That is, the findings described in sections 3 and 4, are considered to be generally applicable across the three domains.

### 3.1 People and Culture

The role of people and culture was a recurring theme across the primary and secondary research tasks undertaken for the Resilient South project.

Informant interviewees described change-supportive cultures as having the following characteristics:

- Presence of leaders (“leadership is critical”), role models and mentors, and the ability for skills to be transferred;
- Empowerment of people within the organisation, including an environment in which it is “safe to fail”. This type of environment was considered to be associated with innovation and creativity which were also seen as important in adapting to change.
- A common understanding that change is normal, desirable, rewarded, and celebrated;
- An openness to debate and to the exploration of alternative views.

The role of organisational culture as a barrier to responding to climate change was relatively low amongst receptivity survey respondents (12%). The link between the interview findings and survey results strengthens however, if a strong relationship is inferred between an organisations’ culture, and its values and structure, given that organisational “structure and values” was one of the barriers most frequently identified (65%) in the receptivity survey.<sup>21</sup>

A non-government organisation represented in the key informant interviews described the need to be flexible in order to “survive” (e.g. to respond to changing volunteer demographics and other external influences), but only to the extent that the organisation’s vision and objectives were not compromised. This example indicates that a balance between flexibility regarding operational issues and focus on core objectives is required when navigating changing conditions.

Feedback collected via informant interviews revealed the notion that successful organisations need *people* who are adaptable, who can “think on their feet” or have “one eye on the future”. Through informant interviews the ability of individuals in an organisation to influence an organisation’s approach to change was identified – either as a positive influence on the organisation to drive change, or a negative influence by being resistant to change. One interviewee noted that:

*“the real driver comes from key passionate individuals within the [the organisation] who believe they must address these issues as part of their responsibility to the*

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<sup>21</sup>Resilient South (2013b) p. 18

*community ...strategic plans provide motherhood statements. They require diligent staff members to champion key projects to promote climate change adaptation".*

The informant interviews also identified a diversity of people within an organisation and the presence of multiple perspectives to be elements of a culture that is open to change. One interviewee commented that

*"insularity blocks change ... often collaboration needs to be forced".*

The shifting and changing political messages (particularly as they relate to climate change) at the State and Federal government levels can also impact on change occurring at organisational levels. One interviewee noted a

*"lack of uniform political will (and diverse message) at all levels of government. ....People / organisations get confused and therefore don't act/change".*

Another interviewee identified the importance of organisations role modelling behaviour to the community, noting the

*"need to support people in their neighbourhood or community regarding new practices, behaviours, learning"*

and called for

*"Council [modelling] this behaviour to the community".*

This understanding of the role of culture and people is closely linked with other resilience and adaptive capacity themes identified in this report relating to institutional resilience and adaptive capacity.

A resilient organisation is likely to have strong leadership, and a culture that embraces change, openness and diversity, and that empowers people at all levels of the organisation.

### 3.2 Communication and Engagement

The notion of an organisation's ability to communicate change and its implications effectively was another recurring theme in the informant interviews and is consistent with the Awareness attribute in the Model of Receptivity (refer Section 2.3) relating to stakeholders access to information. Availability of information is part of supporting voluntary behaviour change in relation to climate change adaptation (refer Section 2.4). The World Bank also found in its analysis of barriers to climate change adaptation that

*"institutions have a critical role to play in communicating clearly [to the general public] the direct and indirect benefits of adaptation and mitigation".<sup>22</sup>*

Thirty one percent of respondents to the Receptivity Survey identified a lack of information as a barrier to climate change adaptation, suggesting a lack of information or problems in how it is transmitted.<sup>23</sup> In exploring drivers for institutional change, informant interviewees often emphasised the importance of the ability to effectively communicate and engage both within an organisation, and as an organisation within a community and region. Interviewees

<sup>22</sup>Resilient South (2013) p. 27

<sup>23</sup>Resilient South (2013b) p. 20

also noted the importance of “the right information”, and the ability to respond to it appropriately.

A number of interviewees identified that knowledge of responsive and adaptive practices was present within their organisations (for example there was “talk” about concepts such as “community at the centre” and “breaking down silos”) but that practical application often did not occur. One interviewee representing the State Government identified “a natural tendency to do things how we’ve always done them” as a possible explanation. Another interviewee from a non-government organisation stated that creating change is

*“more complex than just giving the right information”*

indicating that support is required to develop understanding of why change is required and how change will integrate with or impact on their existing activities, as well as developing skills and expertise to undertake change.

It was also identified that the timeframes within which change is introduced is important. For example, one interviewee described a situation where decision making was too far ahead of community understanding and support

*“if change is introduced too quickly...people will push back and we will lose ground”.*

At the same time, feedback from the key informant interviews emphasised that for issues such as climate change which involve thinking about long term impacts we need to

*“get smarter in asking the right questions...and engage [communities] to think long term”.*

This was identified as a particular challenge given short term political cycles and therefore debate and decision making often having short term horizons.

The importance of communication and engagement in the business sector particularly was identified by a project undertaken in the United Kingdom that sought to develop adaptive capacity amongst nine businesses. This project found that

*“effective adaptation relied not only on internal organisational capacity but on external relationships, including with regulators, suppliers, competitors and customers”.*<sup>24</sup>

Research undertaken by the City of Marion amongst its own staff in relation to attitudes to climate change recommended broad and consistent communications and engagement strategies for internal and external audiences, reflecting their findings that access to information has an important role in influencing individuals’ behaviour and decision making processes.<sup>25</sup>

Interviewees noted the changing nature of communication media and networking arrangements at an intra-generational level and the need to utilise electronic/social media for younger generations while still accounting for the requirements of older generations.

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<sup>24</sup>Resilient South (2013) pp. 22-23

<sup>25</sup>City of Marion (2012) *City of Marion Staff Attitudes to Climate Change* Internal Council Document, p. 21

The differing needs and drivers of different generations is also reflected in the changing nature and rates of volunteerism. One interviewee noted that one of the greatest opportunities for adaptation to climate change in its organisation was via

*“engaging volunteers, wider community, young people”.*

At the same time the interviewee recognised that in order to overcome this challenge, in particular recruit a younger volunteer base and achieve succession planning, its organisation would need to embrace a different attitude to volunteering and recognise that young people

*“do things but don't call it volunteering, just what I do”.*

It was considered that this would involve volunteer organisations in the non-government sector being more flexible about how they involve young people and for example, “not lock them into regular monthly meetings or structured commitments such as a working bee once a month”. The interviewee went on to note that we

*“won't attract younger members if [we] aren't flexible”.*

Resilient, adaptive institutions have strong and consistent communication channels and robust relationships with stakeholders, and support information provision with genuine engagement and capacity building processes. They are also flexible and open to changing traditional practices as new situations arise.

### 3.3 Resources

Reflecting both the Acquisition and Application attributes of the Model of Receptivity, access to financial and non-financial resources emerged from the research as vital in building institutional resilience. Funding circumstances were clearly shown to have a strong influence on an organisation's priorities – be it a government or non-government organisation. Lack of funding was frequently identified as a barrier to adaptation.

Through the receptivity survey, financial restrictions were the most frequently mentioned barrier to climate change adaptation (84%). Specific comments from respondents however demonstrated linkages between financial barriers and other types of barriers such as cultural barriers or lack of information/understanding of different sections of the organisation. As an example, more than one respondent commented that availability of financial resources within their organisation was related to the priorities of decision makers within the organisation.<sup>26</sup> Informant interviews similarly suggested that the availability and allocation of funds has a significant impact on the ability to adapt.

Informant interviews further identified that for local governments, funding from State and Commonwealth government partners is a significant driver, particularly in decision making in relation to major infrastructure such as roads and stormwater infrastructure. In this area the ability to adapt depends not just on the availability of resources, but also on the ability of organisations to communicate and maintain relationships with funding partners, and to demonstrate shared goals and values in order to secure funding – attributes which reflect multiple mechanisms including communication and engagement, values, and functional strategic instruments.

<sup>26</sup>Resilient South (2013b) p.21

The need to allocate resources to long term planning was identified by key informants. One interviewee identified that the City of Onkaparinga has a Climate Change Response Fund that is directly linked to Council's Climate Change Strategy. These funds are allocated specifically to support climate change/sustainability initiatives, and the Fund is one example of how long term resource allocation can occur within an organisation.

Lack of time and lack of skills and ability were identified as barriers to change by key informant interviewees, while the issue of skills was only seen as a barrier to adaptation action by a small number of Receptivity Survey respondents (2%).<sup>27</sup> In terms of time-related barriers, one interviewee identified a need to

*“make space to do climate change stuff”,*

and that this capacity would be at the expense of doing something else within the organisation. This observation has links to organisational culture and to strategic, corporate and business instruments within an organisation, as all these elements would directly influence how the use of time is prioritised.

It was also noted through key informant interviews that community based organisations need support in the form of both financial and non-financial resources to effectively enact and support change.

One interviewee who was involved with a number of non-government organisations noted the merits of such organisations providing their volunteers with

*“flexibility in relation to what they do and dictate their own work patterns”*

while at the same time aligning volunteer activities with overall strategic directions. This enabled performance based outcomes rather than prescriptive approaches, which in the interviewee's experience was a better model and more attractive to volunteers. This approach demonstrates the merits of autonomy while still operating within an overall strategic context.

Organisations require financial and non-financial resources to maximise their adaptive capacity. A lack of financial resources, particularly to address long term challenges, reduces organisations' ability to adapt.

### 3.4 Functional Strategic and Operational Instruments

In addition to a supportive culture, effective communication, and sufficient resources, the research clearly identifies that practical tools and mechanisms for developing objectives and carrying out policies and plans are vital to organisations' ability to implement change. Examples of such strategic and operational instruments include:

- Strategic plans, such as local government Strategic Management Plans
- Organisational charters and Terms of Reference
- Formal budgeting processes
- Risk management plans

<sup>27</sup>Resilient South (2013b) p.19

- Stormwater management plans
- Asset management plans
- Legislation and regulations

The research indicates that the ability of these instruments to be effective “on the ground” is a significant factor in their role in enabling or blocking change within organisations.

At the same time, it was noted by some interviewees that for an issue such as climate change, it is important that adaptation is “mainstreamed” across organisations and that there shouldn’t be

*“A single plan/strategy/unit within Council to drive environmental issues as these issues/strategies should be woven into all areas of Council-it should be the way Council conducts its normal business”.*

Table 3-1 sets out some of the legislative and strategic instruments relevant to climate change adaptation in the southern region, and the mechanisms they utilise to facilitate change.

**Table 3-1: Selected legislative & strategic instruments relevant to climate change adaptation in the southern region**

Instrument	Role in supporting climate change adaptation	Mechanisms for change
<b>National Climate Change Adaptation Framework</b>	Strategic agenda for collaboration between governments to support adaptation  Support for decision makers across sectors	Research and information provision
<i>Climate Change and Greenhouse Emissions Reduction Act 2007</i>	Promotes business and community understanding of issues surrounding climate change  Facilitates the early development of policies and programs to address climate change	Establishes Ministerial responsibilities and reporting requirements  Establishes the Climate Change Council and its functions  Provides for development of sector targets and sector agreements
<b>Climate Change Adaptation Framework for South Australia</b>	Leadership and goal setting  Coordinates and supports stakeholders to develop policy responses	Provides resources to pursue objectives  Provides information to and builds capacity of stakeholders  Establishes governance arrangements
<i>Development Act 1993</i>	Provides for planning and regulation of development to support adaptive practices	Establishes the <i>Development Regulations 2008</i> , Planning Strategies, and Development Plans  Establishes processes for strategy and policy development  Establishes decision making processes
<b>Adelaide and Mount Lofty Ranges Regional Natural Resources Management Plan</b>	A tool for sustainable and integrated management of natural resources in the context of a changing climate	Allocates actions to various stakeholders  Identifies targets and indicators of success  Allocates resources to pursue objectives
<b>Local Government Strategic Management Plans</b>	Identifies objectives and performance measures, sets priorities	Influences budgets and subsidiary plans  Performance against objectives is regularly reported, creating an incentive for action

Organisational “structure and values” was one of the most frequently identified barriers to climate change adaptation in the Receptivity Survey, mentioned by 65% of respondents.<sup>28</sup> Many key informant interviewees similarly discussed the importance of strategic and practical tools within their organisations, and the importance of links between them in effecting change.

Informant interviewees identified that strategic and operational plans can define roles and responsibilities in organisations, and influence how integrated particular issues are throughout the organisation as a whole. Recent research examining the integration of adaptive strategies in decision making in South Australian local governments found that generally:

*“responsibility for climate change issues was found to be mainly delegated to environmental services, sustainability and planning areas”;*

But that:

*“those councils with climate change strategies and policies were integrating carbon mitigation across council operations, communicating proactive climate actions both internally (i.e. council staff) and externally (i.e. ratepayers)”.*<sup>29</sup>

This example demonstrates that addressing climate change at an organisation-wide strategic level facilitates broad take up of the relevant objectives and actions across an organisation.

It was noted by interviewees that a “good strategic framework” cascades to every level of an organisation, and demonstrates a clear “line of sight” from the highest order goals to day to day operations. One interviewee expressed that a strategic plan should be a “beacon in times of uncertainty”.

A “foundation stone” and “something to hook in to” were phrases interviewees used to describe how strategic instruments can build resilience within organisations. For a strategic document to take on such a role reflects the culture of an organisation as much as what might be contained in the document itself. Key informant interviewees also identified that engagement of stakeholders in the development of a strategic vision results in a level of “buy in” across the organisation, as stakeholders see their values reflected in the strategy.

The report on the Receptivity Survey concluded that key drivers identified by respondents for their organisations, such as strategic plans, are likely to also be “building blocks” for adaptation to climate change - for example the goals of community well-being, sustainability, and profitability.<sup>30</sup> This would appear to support a strategy of linking adaptation actions into existing organisational goals and values, *and* into the instruments by which these goals are already being pursued.

In other words, there is an ability for some adaptation actions to be achieved by extending the way existing organisational goals are described and pursued – or “ticking multiple boxes” with relatively minor changes to existing strategic planning and management practices. This approach of integrating climate change adaptation into existing planning and operations may also in part address the identified barrier of a lack of resources in the planning stage of

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<sup>28</sup>Resilient South (2013b) p. 18

<sup>29</sup>Resilient South (2013) p. 17

<sup>30</sup>Resilient South (2013b) p 31

adaptation, as such planning work could be absorbed into activities organisations are already undertaking.

Amongst Receptivity Survey respondents, 33% expressed that regulatory restrictions were a barrier to change, and 22% that policy restrictions would impede change. These ranged from state-wide to more local restrictions:<sup>31</sup> These barriers were also identified by key informant interviewees, with one identifying the example of “out of date” legislation that views the environment as static and unchanging, rather than as a dynamic entity.

Plans, policies and legislation are tools to support change, but function best when a clear strategic vision is well integrated into an organisation’s culture and operations.

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<sup>31</sup>Resilient South (2013b) pp. 20-21

## 4 Recommendations for the Regional Adaptation Plan

Chapter 3 describes characteristics or attributes which influence the adaptive capacity or resilience of an organisation as synthesised from primary and secondary research sources. This chapter summarises the insights from this research that should be considered in developing the Adaptation Plan and the mechanisms and strategies that will be most effective in fostering resilience attributes throughout the region. The key insights are:

- The recognition that building adaptive capacity is, in itself, an important adaptation strategy;
- The importance of identifying and connecting with the existing stakeholder values in communicating about and implementing adaptation actions;
- The significant role that integrating with existing strategic planning tools can play in facilitating adaptation; and
- The importance of a long term planning approach in adaptation planning, implementation and resourcing.

Figure 4-1 shows how these elements relate to the Model of Receptivity that is a key foundation of the approach to the Resilient South project.

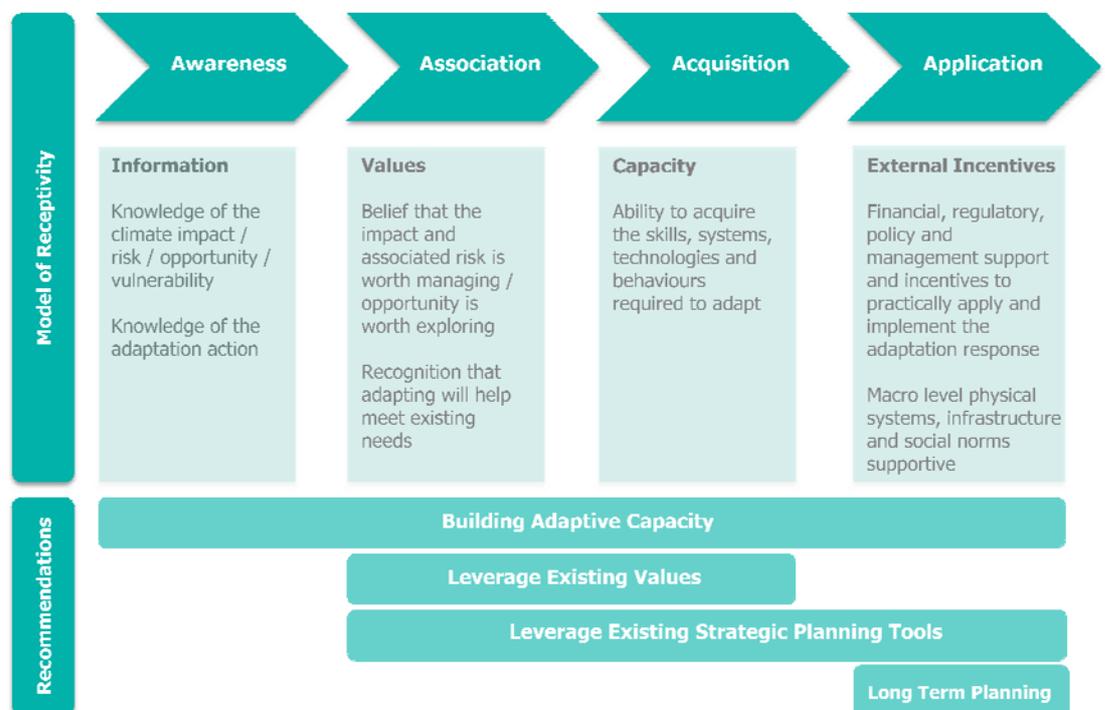


Figure 4-1: Recommendations of this study in relation to the Model of Receptivity

#### 4.1 Building Adaptive Capacity is an Adaptation Strategy

Research findings detailed in this report suggest that so called “soft” adaptation measures which relate to institutional culture, capacity building, and effective communication are at least as important as “hard” measures such as the construction and upgrade of infrastructure.

The Adaptation Plan should include strategies and actions towards the ongoing strengthening of adaptive capacity within the region’s institutions, including addressing those barriers to resilient practices within organisations that have been identified in the research.

Capacity building amongst stakeholders should form a key part of the Adaptation Plan and should target all stages of the receptivity continuum shown in Figure 2-1 (Awareness – Association – Acquisition – Application). The Resilient South project has sought to build stakeholder capacity from the initial stage of the project through a stakeholder engagement process and the involvement of Project Champions, and this will continue through the development of the Adaptation Plan. There is scope to continue this type of activity as part of implementation of the Plan.

Specific insights from the research in relation to building adaptive capacity include opportunities for the Adaptation Plan to:

- Provide leadership, but empower smaller organisations/individuals in organisations, and avoid basing all adaptation actions on a “top down” implementation model. In other words, the Adaptation Plan should inspire, encourage and support adaptation, rather than prescribe or direct to stakeholders what should be done and how;
- Promote the implementation of specific reward and recognition mechanisms for effective change efforts (such measures could be included within any proposed monitoring and reporting on the Adaptation Plan);
- Tailor communications associated with the Adaptation Plan to connect and appeal to stakeholders’ existing values.

#### 4.2 Leverage Existing Values

The research shows that climate change adaptation requires more than knowing and understanding the scientific facts, and rather involves complex social values, behaviours, attitudes, systems and beliefs.

Insights from the social sciences, for example the Model of Receptivity (section 2.3) and methods of voluntary behaviour change (section 2.4), highlight the importance of connecting with individual and organisational values to drive lasting change. These ideas were well supported by the findings of the Receptivity Survey and the key informant interviews.

With this understanding, there is opportunity for the Adaptation Plan to identify ways in which adaptation options can be aligned with the values of stakeholders in the region to encourage voluntary adaptation efforts.

### 4.3 Leverage Existing Strategic Planning Tools

Key informant interviews and the Receptivity Survey findings both touched on the commitment of the region's organisations to the implementation of their respective plans and strategies. This commitment has been further reinforced via the initial Resilient South project stakeholder engagement process, involving representatives from organisations throughout the region.<sup>32</sup>

This existing commitment presents an opportunity for the Adaptation Plan to make explicit links between adaptation strategies and these existing planning tools to embed resilience into organisations from the "head power" documents through to operational plans. Such links and synergies can be associated with the characteristics of "resilient regimes" in which

*"Interconnections between the management of different services would deliver and protect multiple benefits ... [and] be adaptive and ready to respond to unanticipated outcomes by being prepared for multiple potential future conditions."<sup>33</sup>*

As described in section 3.4, this type of strategy is likely to be most powerful where an organisation's plans and strategies are well functioning, and there is good "line of sight" between the high level instruments and all areas of the organisation – something which could also be supported through the Adaptation Plan supporting alignment of adaptation actions with existing strategies and goals.

Importantly, this opportunity is not limited to strategic plans, but also applies to other types of governance instruments such as charters, Terms of Reference, budgeting processes and risk management planning processes.

### 4.4 Facilitate Long Term Planning

Both the published literature and research specifically undertaken for the Resilient South project identify the long term nature of climate change impacts as a barrier to taking up adaptive practices here and now.

As recorded in key informant interviews, an ability to plan and allocate resources for the long term future can be inhibited by a political environment focussed on the immediate and short term, and by uncertainty surrounding future resource availability (for example what funding might be available from other levels of government).

The City of Onkaparinga's Climate Change Response Fund is an example of an organisation taking specific measures to address the resourcing of long term and perhaps uncertain challenges. There is an opportunity for the Adaptation Plan to identify strategies for how this kind of long term mechanism (and the governance arrangements to support it) can be taken up more broadly to better enable long term planning in the region.

<sup>32</sup> Resilient South (2013c) *Stage 1 Stakeholder Engagement Report – Resilient South*, prepared by URPS as part of the Resilient South consultancy led by URPS, for the Cities of Onkaparinga, Holdfast Bay, Marion and Mitcham in association with the Government of South Australia and the Australian Government.

<sup>33</sup> City of Onkaparinga (2013a) p. 4

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## 6 Appendices



## Appendix A: Key Informant Interview Process



### Purpose of Interviews

Semi-structured key informant interviews were conducted by URPS with representatives of organisations in the southern region with a view to better understanding:

- The mechanisms for change that operate amongst institutions in the region; and
- Characteristics of organisations that lend themselves to embedding climate change considerations into their structures and culture.

### Selection of Key Informants

The individuals invited to be interviewed were selected after reviewing raw data collected via the receptivity survey undertaken for the Resilient South project.<sup>1</sup> The lead criterion for selection was the types of responses the participant provided in the survey which indicated insight to the institutional mechanisms aspect being investigated by this task.

A total of 17 face to face and telephone interviews were conducted with representatives of the following organisations:

- City of Holdfast Bay
- City of Marion
- City of Mitcham
- City of Onkaparinga
- Department for Environment, Water and Natural Resources
- Department of Planning, Transport and Infrastructure
- Office for the Southern Suburbs
- Salvation Army
- Trees for Life

### Interview Approach

Questions that formed the structure of the key informant interviews reflected the purpose of the interviews and were developed with reference to research undertaken for the Resilient South project into institutional resilience and barriers to effective climate change adaptation.<sup>2</sup>

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<sup>1</sup> City of Onkaparinga (2013) *Resilient South - Receptivity Survey Report* prepared by Concepts of Change as part of the Resilient South consultancy led by URPS, for the Cities of Onkaparinga, Holdfast Bay, Marion and Mitcham in association with the Government of South Australia and the Australian Government

<sup>2</sup> City of Onkaparinga (2013a) *Institutional Resilience and Climate Change – A Focused Review*, Australian Workplace Innovation and Social Research Centre, The University of Adelaide

Interviewees were provided with written background material prior to their participation detailing the purpose and format of the interview, and providing the following key questions which were also the starting point of the interviews:

- *Think about a situation where change was required by your organisation. This change could be the result of any driver such as reduced or withdrawn funding, legislative change, community aspirations, market demand etc. Your example does not need to relate to climate change.*
  - *What was this change (i.e. name the change that was required).*
  - *What did it mean for your organisation?*
  - *What worked well in this situation to enable your organisation to respond to this change?*
  - *What barriers did you experience?*
  - *Is there anything else available in your organisation that could facilitate change that you have not mentioned in this example?*

Other questions that interviewers used to guide the semi-structured interviews were:

- *Where does the 'head power' for planning for climate change adaptation come from (eg CEO, legislation, strategic plans)?*
- *What are the top 1 - 2 head power documents that have the greatest influence in your organisation, group/ club/ community*
- *Does your organisation have any performance measures or targets (KPI) that directly relate to adapting to climate change?*
- *Who has responsibility for planning and implementing for climate change adaptation in your organisation?*
- *Is such responsibility built-in/supported in that person's relevant business/departmental plan and/or position/job description?*
- *To what extent has climate change adaptation influenced your organisation's policies, procedures and practices across your organisation?*
- *What do you perceive to be the greatest barriers to adapting to climate change within your organisation?*
- *What do you perceive to be the greatest opportunities for your organisation to adapt to climate change?*
- *Who does your organisation see as the most useful partners to adapting to climate change and building resilience in the Southern Adelaide region?*

Where was change required in organisation? -what was the change?	What did it mean for the organisation?	What were the elements/ characteristics of the organisation that helped respond to this change?	What barriers did the organisation experience?	What were some of the lessons learnt with respect to promoting change?	What are the key things an organisation can do to promote the acceptance of change?	Where does the head power (or drivers) come from / should come from to promote planning for climate change adaptation?	What are the most important documents / process that have the greatest influence on your organisation?	Are you aware if your organisation has any performance measures / targets that directly relate to adapting climate change? If so, what are they?	Who has responsibility for planning and implementing for climate change adaptation in your organisation?	Are you aware if such responsibility is incorporated into that person's relevant business / departmental plan and job description?	To what extent has climate change adaptation influenced your organisational policies and practices?	What are the greatest barriers to adaptation to climate change within your organisation?	What do you think are the greatest opportunities for your organisation to adapt to climate change?	Who does your organisation see as the most useful partners to adapting to climate change and to build resilience in the Southern Adelaide region?
<p>Need to upgrade open space / reserves area, including additional facilities such as playgrounds etc. Driver of change was (i) meeting community expectations (ii) 20 year old facilities needed upgrading (iii) compliance with Australian Standards. All these upgrades not necessarily specifically budgeted for.</p>	<p>Organisations are good at responding to change when it becomes obvious, however, there are not so skilled at responding to long term forecasts. Council's do need to build in some flexibility in their long term planning and budgeting, rather than setting long term fixed detailed plans.</p>	<p>Empowering individual staff members to promote their personal values to delivery better quality outcomes for their community.</p>	<p>Lack of Funding. Lack of understanding of the risks and consequences, particularly if Council's actions are not in accord with Community expectations - the community will let you know.</p>	<p>Council needs to build in flexibility into the process. Council needs to allocate resources to long term planning. Organisations need to clearly articulate why the change is required and what does it actually mean to individuals and/or business units. Council's need good credible data to base risk assessments. "The universe does revolve around the finance dept". Funds drive strategies and innovation.</p>	<p>It's important to ensure the change message is communicated well in a consistent manner. People and business units need to understand the consequences (and risks) of options, including the do-nothing option.</p>	<p>Senior Management, legislation and strategic plans contribute to promoting climate change. However, the real driver comes from key passionate individuals within the Council who believe they must address these issues as part of their responsibility to the community. The 30-Year Plan and other strategic plans provide motherhood statements. They require diligent staff members to champion key projects to promote climate change adoption. Key projects have included stormwater management etc.</p>	<p>State and Council Strategic Documents and Australian Standards (linked to liability issues). State Strategic documents are often linked to funding opportunities.</p>	<p>Yes. Eg reduce water levels and reduction in Co2. However, these have been found to be very blunt measure. For instance, Council has reduced a 40% reduction in water levels, by not watering reserves. This has resulted in trees dying, and reserves in poor condition that has resulted in significant community complaints. Rather than looking at blunt measures, Council's need to be more sophisticated what they do. This Council is looking at purchasing diesel vehicles (although they may cost more to buy, their running and associated life cycle</p>	<p>One department keeps the message alive, but is driven by all sections of Council (some harder than others)</p>	<p>Yes, it's incorporated in department business plans.</p>	<p>Climate Change adoption is influencing policies and practices. However, larger influences are funding.</p>	<p>(i) Lack of funding is the greatest barrier. Innovation and creative thinking (and best-practice solutions) at first often comes at additional costs. Although it is acknowledged that there are funding opportunities from Fed and State Governments. (ii) Lack of consistent message from the wide variety of climate change advocates about the likely impacts of climate change. For instance, if ____ was relatively certain what the min to max temperature range would be in 50 years, would request his bitumen road suppliers to develop new bitumen product that could withstand the predicted heat load. But at the moment, no-one can provide that information,</p>	<p>Unlike the Fed and State Governments, Councils have the capability to respond quickly in a flexible manner to for their local communities. Council's are more in-touch with their communities.</p>	<p>(i) NRM Boards (important funding source), (ii) Stormwater Management Authority (important funding Source), (iii) Goyder Institute (skill sets), (iv) State and Federal Governments - they often provide the cash. Without partnering, many projects wouldn't happen.</p>

Where was change required in organisation? -what was the change?	What did it mean for the organisation?	What were the elements/ characteristics of the organisation that helped respond to this change?	What barriers did the organisation experience?	What were some of the lessons learnt with respect to promoting change?	What are the key things an organisation can do to promote the acceptance of change?	Where does the head power (or drivers) come from / should come from to promote planning for climate change adaptation?	What are the most important documents / process that have the greatest influence on your organisation?	Are you aware if your organisation has any performance measures / targets that directly relate to adapting climate change? If so, what are they?	Who has responsibility for planning and implementing for climate change adaptation in your organisation?	Are you aware if such responsibility is incorporated into that person's relevant business / departmental plan and job description?	To what extent has climate change adaptation influenced your organisational policies and practices?	What are the greatest barriers to adaptation to climate change within your organisation?	What do you think are the greatest opportunities for your organisation to adapt to climate change?	Who does your organisation see as the most useful partners to adapting to climate change and to build resilience in the Southern Adelaide region?
								costs are low)				and given that road seals only last for 20 to 25 years, there is no imperative to act now - although would like to plan for it, if someone could provide data.		
Improved business planning within Council and its departments. Steps included (i) improved business case planning to justify projects, (ii) improved risk a management assessment and (iii) improved budget management at all levels of Council.	Significant change in the way it contacted its business and justified where it should allocate resources.	Key characteristics of successful change process includes (i) Clear Communication s, this includes having a clear process that enables people to have a voice, (ii) a clear project management approach and articulate who is responsible for certain actions and (iii) Clear process of review and evaluation. Noting the level of change within an organisation will be dependent upon the maturity and knowledge base of the organisation. A less mature organisation and one that has little knowledge of the topic is likely to resist change - they resist the unknown -	(i) Council is not a single service / program area focussed organisation. It has a broad spread of responsibilities and programs and interest groups. They are all competition for a large piece of a limited budget pie. (ii) People within Council staff have different passions / priority and therefore it's difficult to get consensus, (iii) must have on gonging positive communication and clear supportive actions from CEO and Senior Managers. These people need to be the champions of change.	Previously mentioned.	Previously mentioned. Refer to three steps eg clear communication etc.	Good Question. There is no clear dominate head power. Its a mixture of drivers. Strategic Management Plans, Assets Management Plans etc. The language and actions of Federal and State Government Politian's is important. Their views are factored into how funding bids are made.	Strategic Plan (plus funding programs from Federal and State Governments)	Yes, all departments have business plans that promote climate change strategies. Although, individual performance plans don't mention climate change, they are required to implement their departmental business plans. Does not believe, that there needs to be a single plan / strategy / unit within Council to drive environmental issues as these issues / strategies should be woven into all areas of Council - it should be the way council conducts its	They promote an integrated approach. It should become part of everyday business. It shouldn't be isolated.	Yes, it's incorporated in department business plans.	They have had a strong impact on policies. A lesser impact on practical application as a result of limited funds. Having said that, every year Council allocates more to climate change / environmental practices.	(i) General lack of real day to day commitment in a very busy work environment. There are other higher short term priorities. (ii) Lack of capacity to deal with issues. (iii) Community resistance at the practical on the ground stage (for example, if we need to upgrade a drainage pipe to minimise flooding as a result of more extreme weather events, they local community often complains at the inconvenience this causes them. (iii) lack of uniform political (and diverse message) will at all levels of	Councils are very close to the community. Council is seen as credible. They have a variety of skill sets / disciplines and therefore they can promote innovative thinking. Council's can communicate effectively and efficiently with its community and community organisations. Councils can influence outcomes by how they allocate their own budgets and how they manage development on private land (via the Development Plan).	(i) The Community (ii) Ems (iii) Neighbouring Councils: - good regional approach is fundamental. (iv) Universities to promote innovative thinking. (v) Skilled consultancies. (vii) State Government as they have the funds, but this also comes with their strong agendas and departmental politics - State Government Departments don't have the same level of understanding of individual communities as does Council (v) private industry - however, Councils still don't know how to best engage the private sector. The private sector only survives if it makes a profit. Profit is central to the existence of the sector.

Where was change required in organisation? -what was the change?	What did it mean for the organisation?	What were the elements/ characteristics of the organisation that helped respond to this change?	What barriers did the organisation experience?	What were some of the lessons learnt with respect to promoting change?	What are the key things an organisation can do to promote the acceptance of change?	Where does the head power (or drivers) come from / should come from to promote planning for climate change adaptation?	What are the most important documents / process that have the greatest influence on your organisation?	Are you aware if your organisation has any performance measures / targets that directly relate to adapting climate change? If so, what are they?	Who has responsibility for planning and implementing for climate change adaptation in your organisation?	Are you aware if such responsibility is incorporated into that person's relevant business / departmental plan and job description?	To what extent has climate change adaptation influenced your organisational policies and practices?	What are the greatest barriers to adaptation to climate change within your organisation?	What do you think are the greatest opportunities for your organisation to adapt to climate change?	Who does your organisation see as the most useful partners to adapting to climate change and to build resilience in the Southern Adelaide region?
		therefore it's important to provide clear justifiable reasons for instigating change.						normal business.				government. (iv) Lack of consistent message from people in the climate change sector. People / organisations get confused and therefore don't act/change. (v) Peoples belief that they have common individual rights, eg they can use all the water they are entitled too. This is contrary to the notion that Collective Rights for the community can out weight individual rights.		
Electronic Records System	Improved efficiency in processing matters,	(i) Being driven by senior managers - speaking as one voice. (ii) Promise of making work simpler.	(i) People are generally reluctant to change. (ii) Change needs to be carefully explained. (iii) Older members of the Council seemed to resist change more than the younger ones.	Change takes time to implement well. Organisations need to factor-in review and evaluation processes to respond to elements that have not worked as well as first planned in the change process.	Clearly justify the reason for the change.	Individual staff members desire to undertake their jobs in a professional manner. Professions seek to keep up to date with best proactive thinking and practices.. Council staff generally seek to do what is best by the broader community.	Strategic Management Plans and the Development Plan. Stormwater Management Plan. Bushfire Management Plan.	Not that ___ is aware off (but may not necessarily know). In DA they are required to implement the policies within the Development Plan only.	Although there is an environmental officer. Climate change and environmental responsibly is shared throughout the organisation.	Not in __ area - Development Plan policies strive his department. That is, his core business is to assess development applications against Development Plan policies. His unit does not have responsibilities in formulating policy or implementing any other program.	Non- apart from policies contained in Council's Development Plan.	(i) Lack of funding. (ii) Local of appreciation by applicants / about the risks of climate change (iii) Climate change is considered to be a long term issue that does not require short to medium term action. For example, given most people change houses every 7 to 10 years and significant climate	Ability for Council to retain more water. Water retention could be used to assist in fighting bushfires (eg extreme weather events).	(i) All three levels of governments(ii) the LGA, (iii) Educated and (iv) heavy reliant on communities - they need to be energised to act.

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												change impacts may not evolve for another 10 to 50 years, why should they allocate additional funds on their homes to deal with this issue now.		
(i) Shared Bike and Pedestrian Coast Pathway and (ii) Support for the long term planned upgrade of the 4 Surf Clubs.	(i) With respect to the pathway, it meant considerable cost to Council, but it had broad community benefits and considered to be very successful. (ii) with respect to the surf clubs it also meant considerable costs to Council, but it could be stated that it had little broader community benefit. The benefits included the ability for Council, the State Gov and the clubs to prepare a long term plan and funding formula that was successfully implemented over several years. It also highlighted to council the concept of the "Power of Influence". That is, groups or organisations that can have the ability to	(i) Change needs to be introduced in a measured and slow manner. It is important to bring people with you to support change. Introducing change too hard will lead to community backlash. (ii) Having agreed pre-determined long term budget and funding formula with partners such as the State Gov and surf clubs to deliver the change.	(i) No real barriers. (ii) Minor complaints regarding the implementation of the pathway. (iii) Unlike service clubs such as Rotary who seek to collect and spend money on community sectors where they feel it is required, sport clubs such as the surf clubs tend to spend money on themselves and their facilities for their membership. However, they have a significant "influence of power".	(i) Must have agreed long term budgets and skills to implement change. (ii) Change needs to be introduced in a gradual manner to minimise push-back. (iii) Need to acknowledge that certain sectors / organisations have significant "influence of political power" - these need to be engaged.	Refer to lessons learnt.	(i) Drive from seeking to co-operate with Fed, State and neighbouring Local Governments. (ii) Council's desire to minimise energy consumption for both suitability and cost reasons. (iii) No single document or process drives the need to promote planning for climate adaptation.	(i) Budget. (ii) Council's administration recommendations. (iii) High level vision statements that set the broad direction without necessarily stating how it should be done (given that planning processes need to have some in-built flexibility in them to respond to changing circumstances).	Council has performance targets - but can't quote them. Was aware of a previous program/project for Climate Change (or similar) that was tied to significant Council operational milestones. (ii) Has different views to many about some milestone targets. For instance, does not support targets that promote use of solar cells. That is, these cells require significant resources and energy to construct, only have a life of 20 to 25 years and the product cannot be reused. There	All of Council. However, it is lead by Council staff and Elected Members desire to cut long term operating costs.	Don't know.	The real influence is the need for a more sustainable environmental approach that minimises use of resources/energy and reduces costs. He is not convinced that Climate Change is that significant.	(i) High costs. (ii) Some sections of the community and or Council don't believe that climate change is real. (ixia) if change is introduced too quickly such as the Brighton Caravan Park matter - people will push back and we will lose ground.	Council's have significant budgets and the capacity to increase revenue via their rate base. Over the previous 7 or so years, Council rate increased has been double than inflation. These funds could be used for environmental purposes (eg plantings more trees, progressing to diesel power for fleet vehicles etc)	State Government and the associated funding is an important partner. However, the construction of the De-desalination plant has not help the State in trying to promote climate change adoption. The funds should have been used for more environmental / water wise projects. Should have built more dams.

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	harness this support can have significant influence on government.							will be significant environmental problems in 20 to 25 years when it comes to disposing of these cells. He prefers wind power.						
(i) Council amalgamations several years ago (ii) Water Proofing the South (iii) 20 Year Plan to Manage the Coast.	(i) Massive change and disruption to operations (ii) accordingly the need that organisations need to plan to change.	Council's require a comprehensive 'community' base/supported plan linked to long term budgets (and partnering funding commitments), with allocated budget lines for major projects that are locked in over EM election cycles.	There is always pressure from some sections of the community and Elected Members not to plan and therefore allocate budgets for long term projects. Some community members desire short term fixes while some politicians (local and State) also seek to focus on short term solutions to please their community and assist them in their re-election.	Having regard to the previous comments, Councils have a responsibility to "build capacity" within their communities to balance short and long term funding projects. Council's need to get smarter in asking the right questions within its community and engaging them to think long term.	(i) Build capability within the organisation and (ii) ensure promises made to the community are budgeted. Onka Council has a unique special "Major Project Fund" established by Council that is set aside to fund 'major projects'. The fund is separately resourced by a portion of the rate income.	Head powers come from individual leadership. Documents are only a reflection of people's opinions. Vision need to be set very early. The strategy was then required to determine what actions are appropriate. For example, keen to ensure there was a long term funded coastal management action plan, council establishment of Green Building Initiatives as a show case for the community, a Council Sustainability Day that introduced the community to relevant sustainable businesses. State Government	Council's "Community Wellbeing Plan" (Strategic Management Plan). Greatest influences are individuals (including people in leadership such as herself) promoting climate change adaptation because it is important to her to ensure Council managers these long term impacts.	Yes - there is a wide range of performance measures that track Council's and the community process in environmental sustainability issues. The Community Wellbeing Plan is associated with broader Community Trend data (not necessarily council performance measures). Council as an organisation has prepared a range of performance indicators relating to Green Buildings, measure use of solar energy and water unsafe. There are targets relating to	Responsibility for climate change adaptation is across Council. Having said that, Maggie Hine is a key person within the organisation. Maggie has broader sustainability responsibilities not just climate change.	Don't know, but I believe so.	Has sought to drive climate change adaptation through Council and the community. Climate Change strategies are widely embraced within the organisation. Council has a "Climate Change Response Fund" that is directly linked to Council's "Climate Change Strategy". These funds are locked away to deal support climate change / sustainability initiatives.	(i) climate change is such a huge topic, it's difficult to illustrate to people how it can be tackled, without people thinking that its hopeless and they are not capable in making a meaningful contribution. It can only be tackled by breaking it down into manageable chunks so people can see they can make a meaningful contribution. (ii) its very costly to address (there are a lack of resources). The Council has 30km of coastline - a lot of dollars are required just to address sea level rise issues. (iii) dissatisfied with the way Fed and State Governments	(i) Council has been in the Climate Change / Sustainability / Strategic Planning / Sustainability Indicators area for a long-time. It has a significant pool of expertise / skills / intellectual property. It can share / mentor with other councils. (ii) Councils have the systems to respond quickly to events. (iii) Council's have experience in medium to long term planning and therefore get a head of the game and not be overly reactionary.	(i) Everyone in the community. (ii) All residents need to understand the issues. (iii) industry / private sector is very important, but they are difficult to engage with. Many small and medium size business simply don't have the time / luxury to look at these issues. They are focussed on keeping people employed, trying to make reasonable profits to stay in business. They are focussed in keeping cost down, not allocating additional cost to their balance sheets.

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						has sent the community the wrong message by building a Desalination Plant.		climate change and in particular carbon natural targets.				collaborate - lack of collaboration. There is no single delivery agenda. Therefore, Council's struggle (in efficient use of Council resources) to understand where funds are available. (iv) There is always competition for limited resources / government budgets. Council's and the State need a balanced approach to allocate funds for short and long term objectives (both objectives need to be addressed - however the community and Elected Members tend to shy away from dealing with long term objectives for the reasons previously stated.		

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Transition to new Council CEO.	New direction for staff and organisation. Staff uncertainty.	Elected Member recognition for the need to change. That is, "doing the same thing" was not going to result in changing outcomes. They had to think differently about the organisation. The organisation needs to have high level support for the change to take place. Senior management needed to be open minded that change was required.	Shocked staff. Need to reassure staff that change was good. Staff were fearful of change / fearful of the unknown.	Change needs to start from the top (eg CEO) and driven down. Change that is not supported by senior members of Council Elected Members and staff will not be effective.	Promote ongoing open communication about how change may impact on staff and ensure the CEO and Council directors are actively seen to support the change.	Public awareness, at the Federal Government, State Government and local communities. Federal Government debate is very important in influence acceptance or discussion of this topic. If the Federal opposition party wins government, this topic will go backwards.	Strategic plans are important. They are aspiration feel good documents. They are required to ensure Council doesn't get off track, however, they don't really drive Council's decision making.	Yes. A range of measures. However, it's difficult to obtain accurate data. Or data that you a confident with. This lack of confidence in data undermines the whole discussion of this subject.	Council CEO and all Directors.	Don't Know	It's not a significant issue discussed at most Council meetings. Having said that, Council is conscious that it needs to do more within this arena, including better WSUD projects.	Financial. Lack of resources and knowledge on how to approach it.	Strong community support for these issues. Council needs to better tap into its community groups. Council should do more in respect to WSUD regarding its reserves etc	Local community groups including schools, community organisations. Federal government funding and political support is important. There is concern that State Government's particularly the NRMB have 'hidden agendas' that don't always align with community expectations
Road maintenance was now going to be contested with the private sector. This was a significant change in the culture and affected staff of the Dept.	It meant that work groups had to tender for the road maintenance projects against the private sector. It meant that a significant portion of the business was lost to the private sector.	The change was imposed on the organisation by government. Individuals and business units needed to step up to the challenge. The concept promoted "personal responsibility" and the need to adapt to a completely different culture. People needed to be resilient and adoptable.	In many cases, the inability to compete with the private sector. People were fearful that they could lose the jobs, people questioned the merits of the change - noting the change was imposed on them.	Change needs time and resources to implement. Change requires addresses peoples individual fears.	Communication and support. Support for positive and negative outcomes.	(i) Whole of government climate change strategy. (ii) Commonwealth Government funding initiatives - very significant driver for key projects. (iii) DPTI now preparing Integrated Transport Land use Strategy - this will be a significant strategy.	Government Climate Change Act / Strategy and Commonwealth funding.	There are objectives and targets - but can't quote them.	All staff, including project managers on key projects.	Don't Know	Very significant influence. For instance anticipated sea level rise was a key influencing factor regarding the height of the Port River Expressway. The proposed Northern Connector will also need to have significant regard to sea level rise information. From an ongoing operational sense, climate change issues are discussed with respect to transport	Lack of State and Federal Government funding. Lack of Federal Government political support. If politicians don't consider climate change to be a significant issue, the issue will lose traction in the community. (ii) People still don't believe that it is an issue or/and that it is an issue that we need to address now.	(i) Greater provision of accurate and consistent information / education. (ii) Work closely with Federal Governments to obtain funding and their public support on the issue. The State has a responsibility to advocate for climate change.	(i) Federal Government (they hold much of the cash), (ii) local governments with State Government Support (iii) the private sector and (iv) community groups. However, it is very difficult to engage the private sector and community groups and the views of these groups (and within these groups) can be very diverse.

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											planning. That is, 50% of the States Transport capital works budget has been spent on public transport infrastructure (rail etc).			
State Planning Reform. Review of Act.	Top Down approach. Staff have to respond to change rather than initiating it. (II) Staff had to completely change its focus. Staff need to post pone other important work to develop the planning reforms (also very important). Not sufficient resources to do both.	(i) Flexible staff skill sets, (iii) willingness for staff to adopt and change mentally (iv) change can be scary - what does this mean for me (v) must have the ability to post-pone existing work (this is only ok where there are no set deliverable dates and/or there are no significant community / agency partnerships are already in-place.	(i) Lack of early internal communication. This resulted in rumours and whispers that people may lose their jobs - which did not occur. (ii) lack of certainty about what is to be delivered and (iii) existing commitments to existing projects and external partnerships related to these existing projects.	(i) must have a consistent and clear communication strategy that is delivered early. People need to put at ease. (ii) People need to understand what does it mean for them. (iii) consistent clear communication.	(i) ensure staff can keep some contact with existing projects and the external stakeholders to ensure when they get back to these projects and stakeholders that they haven't burnt any bridges. (ii) Clear and early communication. (ii) i) Need to communicate to other parties why there project is being put on hold.	Legislative requirements and more importantly passionate managers.	Planning strategy - but this is limited. Need for detailed explanation at the personal level. That is, what can I do to have a practical effect on climate change?	Yes, but they don't really drive the organisation. Not seen to be overly important from some quite senior managers.	Some passionate senior managers. Names provided. Is based on the personal values not necessarily their position within the organisation.	No.	Climate Change has a significant influence in their particular business unit's recommendation on planning policy etc, but these recommendations may not be accepted by much senior managers. Doubts if climate change policies are seriously embraced by senior managers in the decision making process. At the internal organisational operational level, very simple things such as reducing use of water power etc is not really taken seriously by people.	(i) People don't believe that their individual actions can have an impact. (ii) The problem is too big for people to see how they can have an impact (iii) There is no clear line of sight from people's actions to climate change adaptation. (iv) costs - very significant issue.	(i) Better planning policies that are willing to be implemented by practitioners (ii) greater use of hybrid cars, (iii) greater use of low emission appliances (iv) greater day to day thinking / questioning about how to we better use our limited resources - do we really need a TV screen in the foyer of the building! (iv) is they a way to minimise car and taxi uses - much more thinking at the day to day level about the triple bottom line rather than just financial considerations.	(i) NRMB (ii) Premier to drive the message (iii) better linkages / coordination with other key state government agencies to ensure budget decisions consider CC.

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Need to recruit younger membership base.	Older membership base is significant challenge facing groups. As getting older, less able to do on ground work. Need to address demographics of membership base.	Recognition that needed to embrace different attitude to volunteering and recognise that young people "do things" but don't call it volunteering, "just what I do". Needed to be flexible about how involved young people and not lock them into regular monthly meetings, structured commitments such as a working bee once a month etc. "won't attract younger members if aren't flexible". Questioned whether need strict governance arrangements to make organisation function well	Know that need to embrace electronic communications and social media but having difficulty coming to terms with how to use technology and how best to engage with younger generations. "Conservationists are very conservative by nature so changing how do things is very difficult".	For community based organisations support from government is important. The continual reduction in financial support from government is placing increasing pressure on these types of community groups. Rhetoric is "community at the centre" which is conceptually fine but in reality need to "support it". Trees for Life model is more flexible than Friends of Parks in terms of ways it manages volunteers, particular expertise and a revenue stream not so reliant on government. Volunteers in Trees for Life have more flexibility in relation to what they do and dictate their own work patterns, whereas Friends of Parks have to have all activities approved by DEWNR in	Openness to being flexible. Allow volunteers to "do things when suit selves"- eg no set day, provided work has been approved. Need assistance from state and local government to assist these types of groups to change. Need support to manage volunteers, education, training etc.	N/a	Approved management plans for parks working within	No	Have responsibility to ensure health and safety of volunteers. State and local government have responsibility to reduce fuel load and bushfire risk. However can be "overzealous" and burn excessively and damage work being done by volunteers. Need to understand better how vegetation is changing as result of climate change eg weeds, fire, and understand better if using right species given climate change. Do we need to be planting different species?	n/a	Have responsibility regarding management of volunteer health and safety eg during extreme heat to fire danger	Have expertise, time, inclination to implement on ground but need support eg financial support and information about what should be planting. There is significant anecdotal knowledge re change in species etc within these types of groups but need more information. However, is "more complex than just giving the right information" to groups like Trees for Life and Friends of parks. "Conservationists are very conservative by nature so changing how do things is very difficult". Need assistance from state and local government to educate and train volunteers. Need technical expertise and help with change management.	When volunteers work in the field (eg early in the day during extreme heat). Understanding what species to be planting in revegetation work given changing climate. Attracting younger membership as older demographic will struggle in extreme heat/weather.	State and local government

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				accordance with approved management plan.										
There is a strong push from within government for open government data i.e. make it accessible for use and analysis. Initiated a project which involved release of data and seeking development of an app. to solve a problem- "source problem solving from a crowd". "If we need to find solutions, need to work together"	Understanding that need to collaborate to find solutions to problems. This program required use of social media to engage with target audience. Need to find new ways to reach people and get feedback eg via Facebook, Twitter. "those who don't engage in social media will be less able to adapt as won't have access to information".	Desire to consult and involve others in problem solving.	Government wants to control outcomes, which is why "we don't consult well". Need to be prepared to "let go" but "frame the situation" i.e. identify the scope etc	Being prepared to fail. "Don't beat up for trying something new".	Regular messaging and reinforcement of messaging.	The organisation's high order strategic plan. If climate change adaptation messaging is embedded in this then "cascades throughout organisation". "Each individual can articulate what they do to contribute to strategies found in strategic plan".	_____ is advocacy body that works in close collaboration with local government and government agencies.	No	Looking to adaptation plan for direction. Desire for a plan that shows how to move forward on strategies it identifies. Needs to identify responsibilities. Need for some mechanism that helps drive action and individuals can meet and know are "heading in the right direction".	n/a	n/a	Government silos. Need for whole of government response to issues rather than individual agency perspective.	n/a	State and local government
Change from biodiversity positions being funded by Federal government to being incorporated into NRM boards. Recognised need for focus on biodiversity outcomes and internal and external people "pull together in same direction".	Had a strategic plan in place for region but needed to focus on "operationalising" this plan in terms of achieving biodiversity outcomes. Recognised needed to have an integrated approach to program delivery and having biodiversity people "in the right places". This included having staff located in	Key individuals driving need for change eg recognised need for integration of biodiversity in teams.	Desire/need to align funding with commitments made in plan. Need to have funding that can "lock in" where want to go. There are tensions as a result of legislative functions that are based on out of date approaches eg a lot of environmental legislation was framed into the	Need to be accessible on day to day basis so can provide technical expertise as needed. Need to feel part of broader team and broader network. If people are with like expertise, they become "insular". Need to be exposed to other disciplines to	Define timeframe for which change will occur. "Very debilitating not knowing when change will land". Value setting and living values. Highest level of organisation needs to model these values or else they are undermined. Values can be impacted by budget cuts and has potential to shift culture of an organisation. Involve others in	Organisation's strategic plan, in NRM case, Regional NRM Plan. SASP and 7 priorities, State NRM Plan. Person at highest level in an organisation. They need to provide clarity and provide an atmosphere to debt and explore issues. Allow differences of opinion that	Organisation's strategic plan, in NRM case, Regional NRM Plan. People need "foundation stone" that can "hook into", understand and refer to when making decisions. Can help people see "value in where trying to get to". In a changing environment provides stability as know still working towards same vision but	Targets in regional NRM Plan but are "nebulous", at a high level.	Biodiversity in NRM has being doing a lot in relation to adaptation. Are at stage of operationalising adaptation. Are beyond vulnerability assessment.	Don't know.	somewhat-has been incorporated into Regional NRM Plan. Operationalising adaptation in relation to biodiversity.	"punchdrunk on change". Lots of change in NRM and DEWNR as result of integration. "if so much in flux, nothing might happen"-lose accountability.	Collaboration, co-location of people from different perspectives, funding to develop and deliver projects collaboratively.	Did not answer.

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	the regional offices and identifying where skills/technical expertise was required across the region. Needed to embed people with specify biodiversity expertise in regional teams and work in those offices delivering the projects/ programs.		1960s and based on "world view that the environment was static". Now know that it is dynamic.	generate solutions that take into account multi-disciplinary aspects. This achieves better outcomes.	vision setting and allow appropriate time for this to occur.	are constructive. Expose people to different points of view. Internal engagement on issues is just as important as external. Problem solving is aided by exposing people to other perspectives.	perhaps in different ways. Also helps people understand where they "fit into the picture" and what else needs to happen. Eg if focus of biodiversity widens, know that "still value what I do, now need to do this as well".							
"Never a day is the same so need to be adaptable". Whole basis of service is about responding depending on circumstances -who coming in today, what do we need to do, what need to arrange? Ceiling fell in after flooding event.	Had to work out how services would be delivered despite major obstruction.	Leadership from key individuals who took charge, communicated what would do, "nutted out a plan" and "followed through". Communication is key and needs to be constant. Individual had particular characteristics such as ability of "thinking on feet".	None can think of.	"Leadership is critical". Communication is key from leadership level. Ability to be responsive and "think outside the box". "faith"-if have clearly defined values and working towards something they do better than others.	Foster a mindset of change. Always keep an eye to the future-what's next? As a faith based organisation have attitude of there is "always more we can learn, grow, develop". Always asking how can others grow/develop and put us out of a job. Focus on continuous improvement.	At start of interview stated that didn't know anything about climate change and would need to be able to comment specifically on climate change questions. Identified that conversation would focus on change generally.	Our faith. As a faith based organisation have attitude of there is "always more we can learn, grow, develop".	N/a	N/a	N/a	N/a	Miscommunication, misunderstanding, confusion. Had issues when new phone system introduced to organisation. Once provided adequate support, training about how to use overcame issues and response that "technology is scary". As an organisation that is based on volunteer help, need to be able to provide adequate support and training particularly in relation to technology such as phone system and computers.	n/a	N/a Note agreed to become a project champion.

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Since 2000 have been implementing systems and culture to deliver change across Council.	Community has confidence in ___ Council-"has proven its worth". Been constructive in purpose with strong leadership from CEO and Mayor.	Pace of change. "Can't make people change. Need to bring them along". Need to support people in their neighbourhood or community eg regarding new practices, behaviours, learning. Council models this behaviour to the community.	Community not convinced about needing to make change re environment.	Pace of change. "Can't make people change. Need to bring them along". Need to support people in their neighbourhood or community eg regarding new practices, behaviours, learning. Council models this behaviour to the community.	"Plant the seed"- don't dictate what people should do, but stimulate the idea so they go off and do something.	Strategic Plan.	Strategic Plan.	Did not discuss	Did not discuss	Did not discuss	Significantly influenced. ___ has had a long history with climate change and "see selves as environmental leader". Strategic Plan has healthy environment as one of four pillars.	Did not discuss.	Engagement is critical. Bring people along.	Have long history of working with City of ___
Since 2000 have been implementing systems and culture to deliver change across Council.	Changed the organisation from one with high staff turnover to a culture of constructive behaviour, that embraces change and is open to opportunities.	Constructive leadership-"work with people to work through change", "look after people".		Change needs to be systemic not individual. People need to understand that change will be part of everyday life and rewarded for. It.	Need to provide opportunities for people to change. Need to empower staff to "do change". Want to be an organisation where staff are highly engaged-this requires staff finding value in being part of the organisation than being paid "to clock in and clock out". They need to be able to bring their own values to work and do things that align with these values. Engagement is critical. Sits across all staff and is a role for all. There is an expectation that they are engaged in processes as well engaging with	___ has had a long history with climate change and "see selves as environmental leader". Strategic Plan has healthy environment as one of four pillars. Plan has recently been "cleaned up to have spirit and intent". Previously line of site was "clunky" and would "drown in detail" of the plan. Still remains core driver of decision making.	Strategic plan, Sustaining Organisations (systems and culture to deliver change)	Do 360 degree feedback for all staff every 2 years and provide mentoring and coaching re change.	Responsibility of elected members in strong partnership with staff. A proportion of elected members who are passionate about the environment are "entrenched" at ___.	Did not discuss	Significantly influenced. ___ has had a long history with climate change and "see selves as environmental leader". Strategic Plan has healthy environment as one of four pillars.	Not necessarily a barrier but identified as a challenge- there is a need for good relationship between staff and elected members. Also need to focus on being a team and not competitive and work collaboratively to achieve win-wins.	Procurement to drive environmental outcomes eg introduce criteria to this process, "build it in" (ie climate change considerations).	Community, councils, state and federal government, City of ___

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					others externally.									
Currently implementing change management process across Council organisation.	Creating the environment for change to achieve shift in culture across organisation.	Note is still in process. Important aspect is communicating well. Needs to be from top down. Provide leadership.	Local Government as a sector is resistant to change. Local government doesn't actively look for change, "does what always done". Is risk adverse.	Need to build elected members appetite for change. This can be challenging as "change can be frightening". Need to convince people to look at things differently even if nothing wrong Good organisations continually "pull things apart".	Create the desire for change. All be on board with the message. Be clear about what does it mean for me?, what's in it for me?, be values driven.	Community Plan.	Values are critical.	Difficult to measure results in terms of making change . We need to get better at being able to measure this.	Talked generally across organisation	Talked generally across organisation	Talked generally across organisation	Myth of procurement. Tendering is very sensitive currently given ICAC. Procurement offers opportunities to generate additional benefits and value for money that extends beyond dollar for dollar. Eg could assist with economic development.	Procurement of new products and services.	Private sector does innovation well. Need to foster this so new ideas, technologies are developed eg for recycling.
Talked generally across organisation	Talked generally across organisation	Talked generally across organisation	Elected members focus at micro level, the "here and now" which is why need climate change in strategic plan- "provides foundation reference point if challenged". Is a "rod of steel when all else fails". Have consulted with the community on the plan so reflects what community wants. Elected members and wider community find it difficult it understand what "it means for me". They are often driven by self interest. When	Individuals can play a big role in change eg if Mayor is for or against something this can dictate what happens, what level of support is garnered.	Need to educate people so build receptivity to messages about climate change. Need to empower individuals to contribute. Have a good understanding of what trying to do before embark on process. Need to help people to understand and "come on board". Need adequate funding/resourcing. Need perception of win/win not winners/losers. Find compromise where can. "Sell real consequences" and construct case for change from "personal point of view" ie what will it mean	Strategic Plan- 'Our Place'	Strategic Plan- 'Our Place', annual business plan, Eco City Plan, Development Plan	Need to prove what doing and why. KPIS are important to this communication. Eg would be good to be able to identify dollars saved due to reduced power use. Council has some KPIS now eg carbon neutral by 2019.	All as in strategic plan, but particular sections of council have more of a focus on it eg infrastructure, assets management, development assessment.	Did not discuss	Have range of plans, policies, studies eg Eco City Plan, SLR and flooding study, foreshore revegetation project, development assessment policies etc.	4 year political cycle. Want results in 4 year cycle but adaptation has a much longer timeframe.	Engaging volunteers, wider community, young people. Have "line of site" in strategic plan but need to "make it real". Eg messages on bins about how much CO2 Council is emitting etc. Need to portray information visually. "Not until we have to make actual tradeoffs will people engage in these issues".	Adjoining Councils eg have great relationship with _____ which "helps get things done across boundaries". Have worked together for example on SLR and stormwater flooding project.

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			"time are tough the environment suffers".		for you.									
Talked generally across organisation	Talked generally across organisation	Talked generally across organisation	People thinking they don't have time to do additional work.	Need a reason for change. Don't do change for change sake. Need something to "break the ice" that provides a clear reason as to why change is needed. Personalities are critical-certain people are "change drivers". Need to achieve credibility-do what say going to do, be clear about what is within scope of influence, prioritise-"don't promise the world", keep promises, start small. Capacity is important-need time and space to "do climate change stuff". Reward behaviours and celebrate. Communicate what doing to the community in simple messages eg in _____ we are doing well recycling.	Need to be clear who makes the decision-needs a clear framework regarding who does what.	No good line of sight in Council's strategic management plan.	Strategic management plan.	No specific KPIs.	Particular staff	Did not discuss	Did not discuss	Did not discuss	Did not discuss	Did not discuss