

CA4: Developing an adaptation action plan

This stage converts the information gathered earlier into proposals for practical actions. This could take the form of a CPP Climate Change Action Plan or revision of the Community Plan. Whichever approach is adopted, there will be elements to deciding the practical measure to implement:

- Consolidate information and proposals from previous stages.
- Consider how these fit within the broader strategic policy contexts (including commitments under the Scotland Climate Change Declaration).
- Prioritise proposals and choose which to implement.
- Develop an implementation strategy and timetable.
- Develop means of monitoring the performance of plan.
- Undertake consultation process.
- Revise the plan in the light of consultation responses.

Whatever its scope, it is important that the form and content of the Plan should be appropriate for its intended function and audience. For instance, the general public are unlikely to respond well to many pages of detailed technical material that may be extremely useful for internal policy purposes. It is likely that any wide-ranging Action Plan will have to exist in a variety of forms appropriate for particular stakeholders to achieve its aims.

Reviewing potential options in the broader strategic context

The output from Stage 3 should be a prioritised list of potential actions. The next step in drawing up an action plan is to bring together this disparate information and to establish priorities within the overall strategy of the CPP. You will need to consider:

- What are the highest priorities for mitigation and adaptation identified at stage 3?
- How do these priorities relate to each other – are there any conflicts or synergies?
- How do they relate to other policy objectives – are there any conflicts or synergies?

The concepts introduced in Stage 3 under Identify Adaptation Options are also particularly useful for considering priorities at this broader level:

- **'No regret' options** will deliver benefits that exceed their costs, whatever the extent of climate change.
- **Win-win options** are ones that contribute to desired outcomes (be they environmental, social or economic), and also improve your ability to adapt to climate risks.
- Avoid actions that will make it more difficult to cope with climate risks
- Avoid making decisions that will make it more difficult to manage climate risks in the future. These are called adaptation constraining decisions. One obvious example is inappropriate development in a flood risk area.

You should look for positive synergies wherever possible, e.g. planting of more trees to produce shade, or the use of groundcover plants to reduce soil water loss may both contribute to biodiversity and enhance the visual appearance of urban spaces.

It is important to consider actions in a broad context, e.g. the most obvious response to the need to maintain internal comfort of buildings, and reduce vulnerability during heat waves, is to install air-conditioning, but this clearly conflicts with the need to mitigate emissions. Alternative passive cooling measures should be considered where possible. The publication *Beating the Heat* provides some advice on this.

Appraising options

Given that there are likely to be complex relationships between possible adaptation measures and other strategic objectives of the partnership, it may be worth using more formal methods of appraisal in order to identify the measures to incorporate in a plan. There are a number of possible approaches, but one of the most straightforward is to identify the major strategic objectives of the partnership and to convert these into an appraisal matrix. Then consider how each of the proposed adaptation measures relates to each of the

objectives using a simple scoring system to indicate conflicts, benefits, or neutral impacts. The scoring can then be used to identify which measure to implement or to choose preferences between alternative potential responses.

The output from this section should be a prioritised list of options for implementation.

Producing the Climate Change Action Plan

The next phase of the process is to take the prioritised list of options and convert it into a practical action plan or a revised Community Plan. This will involve deciding:

- How the options should be implemented.
- What resources will be required?
- Over what timescale the actions should be implemented.
- How the performance of the plan will be monitored.

Many of these issues will probably have been explicitly, or implicitly, considered at earlier stages in the process.

When deciding how to implement an action plan, it may be helpful to consider potential responses in the two broad categories introduced at Stage 3: Building Adaptive Capacity and Delivering Actual Adaptation. It is probable that all plans will involve elements of capacity building through training, changes to policies, guidelines, regulations, etc. but may not all require actual adaptation actions in the duration of the initial plan. It will be unusual to deliver adaptation actions without first building some degree of adaptive capacity, if only in terms of undertaking the research necessary to justify the proposed action. In many cases there will be a logical sequence from building capacity to delivering actions. However, you should be cautious about proposing adaptation actions without adequate prior capacity building. An important aspect of building capacity at the strategic level is to decide when next to review any sectors that the earlier scoping stages suggested required no actions at present. Any broad-ranging climate adaptation strategy should contain a schedule for reviewing the scoping of any sectors requiring no action in the current plan.

Consultation

Working within a CPP should ensure that representatives of key local stakeholders have had the opportunity for input throughout the development process. If you are choosing to implement proposals through revisions to the Community Plan, there are statutory consultation requirements. Similar arrangements should be used for any Action Plan.

Once the consultation period is over you should revise the plan in the light of consultation responses and proceed to the implementation stage.

Output: a practical action plan for the range of activities being considered including:

- Implementation plan at appropriate detail.
- Allocation of resources.
- Clear assignment of responsibilities.
- A timetable for implementation (including targets and benchmarks where appropriate).
- Proposals for monitoring performance (this is considered in stage 5).

The plan should be pitched at the correct level for its intended audience.

CHECKLIST

- Have you prepared a broad strategy for adaptation?
- Does this strategy include a timetable for action and allocate responsibility for the completion of tasks?
- Have you developed Action Plan(s) to take forward and deliver the adaptation responses that are required?
- Where appropriate, have you consulted on the Strategy or Action Plan?

