



Implementing Climate Change Adaptation in the Southern Grampians and Glenelg Primary Care Partnership

VCCCAR Implementing Adaptation project

CASE STUDY REPORT

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Images

Cover Image: iButton used in the "Pass the Parcel" Project
Courtesy of SGGPCP

Disclaimer

The views expressed herein do not represent those of the Victorian Government or VCCCAR. They are the views of the report authors.

This case study report is a co-developed research output of the Implementing Adaptation project, funded by the Victorian Government through VCCCAR. The report was co-written by researchers and key individuals at the Southern Grampians and Glenelg Primary Care Partnership (SGGPCP). Chapter 5 of this report draws heavily on interviews held with SGGPCP as part of an evaluation meeting. The report captures the views of the partner organisation and the researchers involved.



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1 About us

The Southern Grampians & Glenelg Primary Care Partnership (SGGPCP) is located in South West Victoria, 300km west of Melbourne. The catchment for the partnership is the Southern Grampians and Glenelg Shires with a population of approximately 37,700 people.

The SGGPCP is an unincorporated joint venture consisting of twenty member agencies. Membership is open to any incorporated body that has a commitment to enhancing the health and wellbeing of the community in the Southern Grampians and Glenelg Shires.

See the SGGPCP timeline (page 14) for more information.



FIGURE 1 SOUTHERN GRAMPIANS AND GLENELG PRIMARY CARE PARTNERSHIP PASS THE PARCEL PROJECT- JO BROWN, MANAGER HEALTH AND WELLBEING

2 The VCCCAR Implementing Adaptation project

2.1 The project

Our organisation has been involved in a project funded by the Victorian Government through the *Victorian Centre for Climate Change Adaptation Research (VCCCAR)*. The project entitled '*Implementing tools to increase adaptive capacity in the community and natural resources management sectors*' (*Implementing Adaptation* in the following) has been conducted to gain a better understanding of the adaptation capabilities and needs of three types of government service providers and funded agencies. These were catchment management authorities (CMAs), community service

organisations (CSOs), and primary care partnerships (PCPs), and the purpose of the project was to facilitate the implementation and testing of tools and methodologies for climate change adaptation planning.

Five CSOs and PCPs participated in the tools-testing phase of the project. Southern Grampians and Glenelg Primary Care Partnership was one of the five organisations, which aimed to gain a better understanding of how identified climate change adaptation needs can best be met using existing decision-support tools.

2.2 The process

The process involved four meetings facilitated by the Victorian Centre for Climate Change Adaptation Research (VCCCAR) research team over the course of a six month period, with associated work carried out between each meeting. The meeting process is shown below.

- 1:** Scoping – Organisational context, needs and capabilities
- 2:** Tool Selection – Introducing and selecting an adaptation tool
- 3:** Tool Implementation – Progressing the tool use
- 4:** Evaluation – Reflection on project process and usefulness of tool

3 Getting started

3.1 Why we wanted to participate

SGGPCP was interested in participating in the Implementing Adaptation project to increase our internal capacity, experience and knowledge around climate change and climate change adaptation. Additionally SGGPCP sought to increase member agency partnerships by linking with a strong network and research team.

We perceived that the tools testing process could enable us to increase the capacity of member agencies who have participated in climate change projects in the past, and to engage with those who haven't, in the future. Historical work through the PCP has already established climate

change adaptation knowledge within member agencies to a certain extent and we desired to extend and implement this knowledge into action. Furthermore, SGGPCP aims to continually build our leadership and capacity to support, through member agencies, vulnerable people in our communities.

SGGPCP had undertaken a significant amount of work in adaptation prior to engaging in the Implementing Adaptation project including the development and publication of *Policy Signpost #3 Climate Change Adaptation: A Framework for Local Action* (Rowe, Thomas, & SGGPCP, 2008) that established an action plan to address climate change amongst priority issues for SGGPCP's catchment. Research had previously focused on extreme weather events, thermal stress and airborne disease. This publication identified more everyday impacts of climate change such as household energy use, water use, food security, transport and social connection.

SGGPCP also facilitated a pilot study utilising the 'ibutton': a small thermometer device to record the ambient temperature of houses compared to outside temperature fluctuations. The small rural community of Merino piloted this study over two years to investigate methods to engage on climate change and implement adaptation action.

SGGPCP participated in the development of the Victorian Heatwave Toolkit with the Department of Health and supported the development of the affiliate local government plans for Heatwave. The SGGPCP team also worked with home and community care (HACC) services to reduce the impact of heatwave in the wider community.

Upon engagement with the Implementing Adaptation project, SGGPCP was concluding a 3 year project entitled 'Pass the Parcel' (see Figure 1), to increase energy efficiency for low income residents by increasing capacity of SGGPCP partner agencies, increasing community awareness and facilitating behaviour change. The results showed that for 80% of participants, the project had a positive influence on their understanding

of climate change, and for 85%, the project had facilitated behaviour change.

SGGPCP provides ongoing support to their affiliate Local Government Authorities (LGAs) to build climate change adaptation into Municipal Public Health and Wellbeing Plans (MPHWP) of LGAs.

4 The tool

4.1 Our chosen tool

We chose to apply the Climate Change Adaptation Navigator (*The Navigator*) out of a suite of three tools presented to meet our adaptation needs identified throughout the tools testing process.

The Navigator is a web-based guidance framework developed as part of a VCCCAR research project entitled: '*Framing multi-level and multi-actor adaptation responses in the Victorian context*' (*Framing Adaptation*). It can also be utilised as a facilitation tool in the form of a poster (Figure 2). The Navigator was originally developed in close collaboration with Victorian LGAs, although is seamlessly translatable to other contexts. The ideology behind The Navigator is that adaptation is a 'messy', 'wicked', non-linear problem. Such an issue requires a flexible, one-size-doesn't-fit-all process where users can dip in and out depending on their context and adaptation needs.

4.2 How the tool was selected

After the first meeting, the VCCCAR research team co-identified with our team, the overarching goal to facilitate a "Leading, Learning and Sharing" process with our member agencies.

Our four 'adaptation needs' were identified within this goal to enable member agencies to:

- Make the link between climate change and health;
- Understand climate change adaptation in their own context;

- Build a climate change adaptation culture; and
- Translate understanding to action – where member agencies can focus their efforts through prioritisation and strategic planning.

With these adaptation needs in mind, the research team searched through an *Adaptation Product Database*¹ consisting of approximately 300 international and Australian products and tools. The research team then identified a short list of adaptation tools that were considered suitable and presented them to SGGPCP, highlighting why it would be useful, what would be required and the outputs that could be produced.

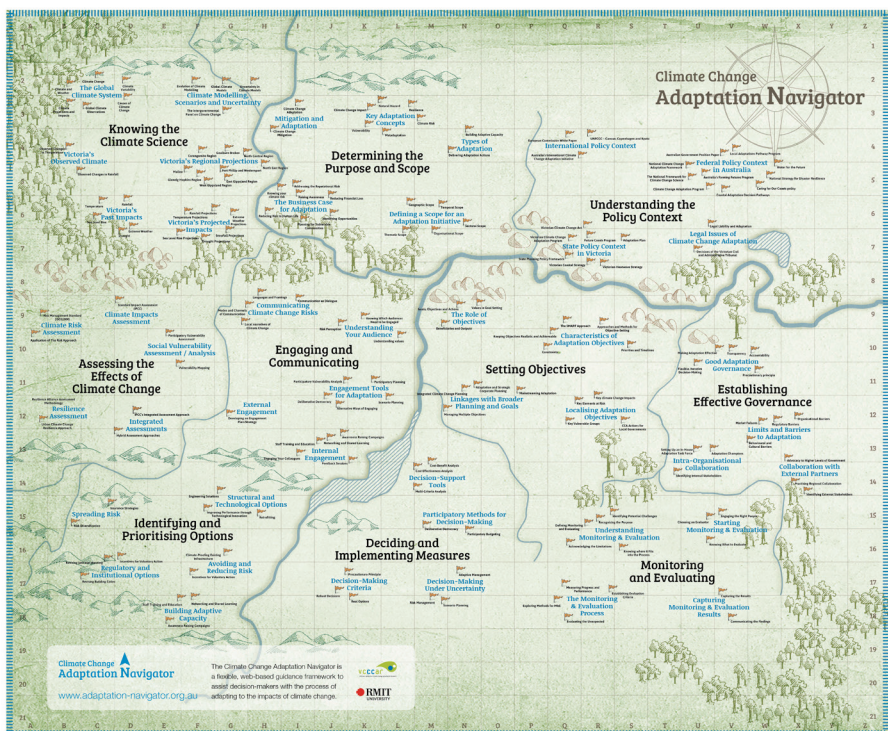


FIGURE 2 THE ADAPTATION NAVIGATOR

¹ Webb, R, and Beh, J. 2013 Leading adaptation practices and support strategies for Australia: An international and Australian review of products and tools, National Climate Change Adaptation Research Facility, Gold Coast, 106pp.

SGGPCP selected The Navigator (Figure 2) based on perceived comprehensiveness about adaptation planning, ease of use, the language used throughout, the author and origin of the tool, its accessibility, researchers' presentation of the tool, associated expertise of researchers and the inherent flexibility of the Navigator acting as a guide, rather than a prescriptive methodology.

4.3 How the tool was implemented

The Navigator poster was used as a facilitation tool in a workshop with our member agencies to support decision making around the development of MPHWP for each Shire. The tool was used to engage member agency representatives in the room to establish current context around climate change and adaptation in the Southern Grampians and Glenelg Shires, and the wider community. We were able to work through the tool with workshop participants to 'back-cast' on what has already been undertaken in regards to adaptation in the region, and then identify what needs to be undertaken moving forward, see Figure 3.

The Navigator assisted participants in the workshop forum to further explore, understand and prioritise key aspects, dimensions and considerations of climate change adaptation in their own context and as well as an integrated context under the umbrella of the PCP. Although specific objectives weren't reached as a direct outcome of the workshop, through the use of The Navigator and by employing techniques from systems thinking we were able to gain more clarification on the adaptation process with our LGAs.

Outcomes from the workshop contributed to the consultation undertaken to inform affiliate council MPHWP and other strategic planning processes occurring throughout the catchment. This information was presented at planning workshops conducted at Southern Grampians and Glenelg Shires, resulting in the development of draft goals and objectives, explicitly considering adaptation for the Glenelg Shire MPHWP and

adaptation embedded within strategic objectives for Southern Grampians Shire MPHWP.



FIGURE 3 ADAPTATION NAVIGATOR BACK-CASTING ACTIVITY 1

The Navigator also allowed us to communicate the value of adaptation as a priority to the PCP executive committee resulting in further support for the next 4 years. As a result, our draft strategic priorities for 2013-2017 period include 'community resilience through climate change adaptation', with an overarching goal to increase the resilience of vulnerable communities through adaptation.

The Adaptation Navigator does not presume what type of organisation is using the tool. As such, it was useful to communicate our adaptation journey and to communicate further adaptation action required in the wider community. SGGPCP were able to quickly adopt and use the Navigator with little to no guidance from the research team and foresee the use of the tool moving forward with the PCP.

The biggest strength of the Navigator for SGGPCP was its ability to translate understanding to action, allowing us to have clarity and gain confidence to include adaptation in strategic planning with our member agencies.

Additional to the tools testing process, the VCCCAR research team helped us identify possibilities for further research and support including a collaborative application to the Victorian Adaptation and Sustainability Partnership (VASP) Grant Program, for a project to enable adaptation action for rural vulnerable persons. We also recognised the potential of the Navigator to be altered to be used as a facilitation tool in our wider context, with member agencies and the community. The VCCCAR team are currently working with SGGPCP to investigate opportunities for further research in this area.

5 Outcomes of the process

5.1 What did we learn?

Through the project process, we found that so much was new, or was presented to us in new and exciting ways. Undertaking a reflection process after each meeting provided us with a great resource to deeply contemplate the research project, our organisational learning and the process as a whole.

New tools and methodologies were presented to us, in addition to the Navigator that we formally chose to be part of this process. These other tools and techniques will be utilised by our organisation in a variety of other settings.

We learnt through the research process, that it is fine to proceed with something without full understanding or control of the situation. We learnt that sometimes it is necessary to take a leap of faith to achieve great outcomes, however we felt confident in the support of the VCCCAR team.

We now understand that researchers can work in many ways, and we experienced through this project that they can be interactive, facilitate a two-way learning environment, take time to understand our needs and use plain language.

We learnt that a 'tool' is such a diverse term; for examples we experienced a new application of 'rich pictures'² and used 'ORID'³ in a different setting. These new ideas will assist us to work with our member agencies in future planning.

5.2 What was challenging?

SGGPCP decided to facilitate a workshop using the Adaptation Navigator, knowing that the VCCCAR team were present to support us in this process. This meant we had to really understand the tool implementation strategies. Planning the workshop in collaboration with VCCCAR helped us to overcome further challenges. The Navigator website being incomplete was also challenging, as additional resources were not readily available to us.

It was challenging running our workshop so that it facilitated innovation and ideas that built on our strengths; without just considering the process as "this is what we've done", "here are the gaps", and "let's do mapping" in isolation.

It was challenging not having the confidence to do this alone, but allowing ourselves to follow the process, have faith that the outcomes would be worthwhile, all the while exposing our member agencies to the process.

5.3 What has changed during this process?

We now understand that the initial aims identified at the start of the process may be unachievable in the short time-frame of this project,

² A systems thinking activity where the user is asked to depict a situation through a drawing (Armson, 2011)

³ Objective, Reflective, Interpretive, Decision-making (ORID; Technology of Participation, 2008)

however the process has facilitated other achievements that contribute towards the original aim. For example, building an adaptation culture within member agencies was too high an aim for this project, but through the workshop we have commenced the process with our affiliate Shires. Despite not entirely reaching our original aim, we still feel that great outcomes have been achieved from the research project.

Through the project process, we now understand that we have historically held quite a clear course of learning, development and leadership in the climate change adaptation space. We achieved this through the SGGPCP Timeline Activity undertaken in meeting 1 to establish our organisational context (see page 14).

Our trust and confidence in research projects, researchers and research institutions has changed through being involved in this process. We now understand that there is great opportunity to work in a mutually beneficial environment, and enjoy mutually beneficial outcomes.

5.4 What was most important for us?

We feel that the most important aspect of the process was that we were provided opportunity to build our skills, capacity and knowledge to be able to better understand the range of tools and networks available.

Being able to express to the SGGPCP Executive Committee the benefits of the research project enabled commitment from management, and this then prompted their interest in the tool.

It was important that we gained ownership of the process. This was achieved by our facilitating and running the workshop and Navigator application, rather than having the research team facilitate workshop activities. This also allowed us to gain trust of the participating member agency representatives and played a major role in the consultation to inform strategic planning.

We feel the relationships forged with the research team throughout the project became more significant over time. Initially the VCCCAR team displayed a genuine understanding of our SGGPCP needs and potential outcomes through the project and by the project conclusion were able to work collaboratively with us to extend our capacity. It was important and very refreshing to have the research team travel to Hamilton each meeting.

Linking the goals of the research project into objectives that we are trying to achieve with our member agencies was a really important aspect of the process to us. It has demonstrated mutually beneficial, practical outcomes that are useful for all involved.

6 What Next? Moving Forward.

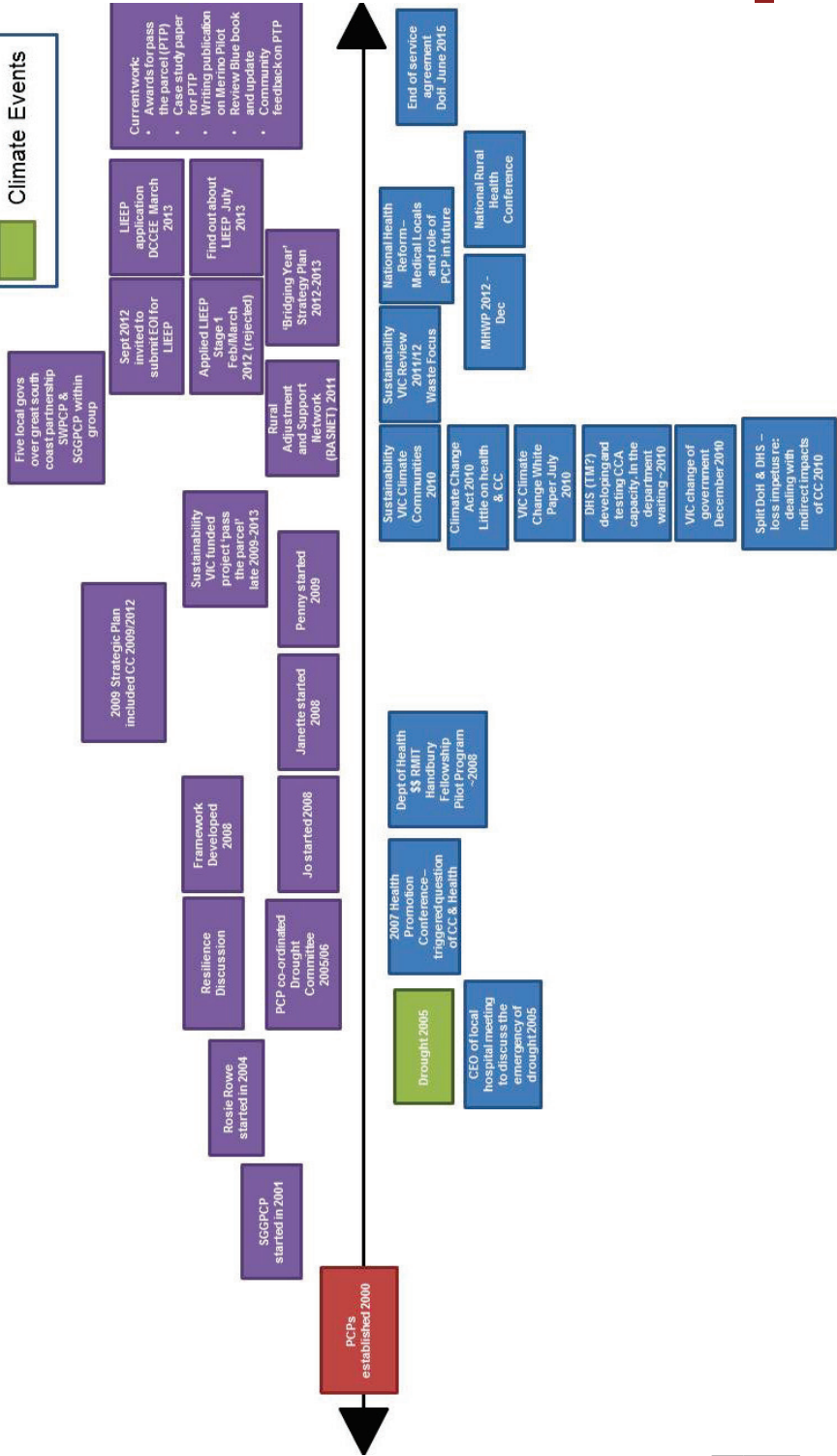
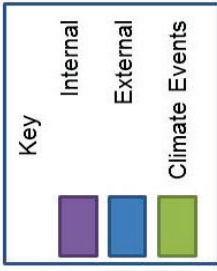
Involvement in the VCCCAR IA project has facilitated the continued inclusion of climate change adaptation as a strategic priority for SGGPCP as well as inclusion of climate change adaptation in local government Municipal Public Health and Wellbeing Plans.

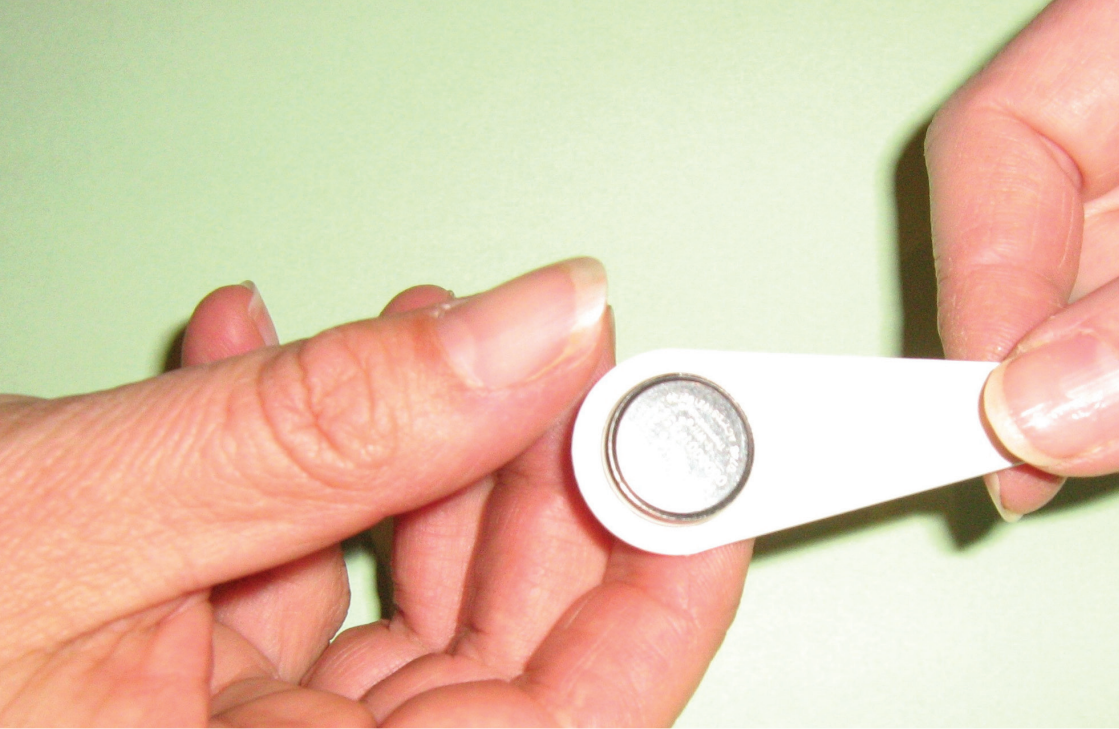
We have made a submission to VASP, with Southern Grampians Shire Council as the lead council, and the RMIT Centre for Urban Research as a partner proposing to investigate means to enable adaptation action in, and increase the resilience of vulnerable rural communities.

We will continue working with RMIT researchers to investigate altering and developing the Adaptation Navigator further, so that it may be utilised in different areas of interest, additional to the climate change space.

We will strengthen our relationship with other PCPs, particularly regionally, to work together through the adaptation process and increasing the adaptive capacity of member agencies and the wider community.

SGGPCP Timeline Activity





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