FINAL REPORT

ADAPTATION SCORECARD WORKSHOP

Held on 26th September 2023
Ashling Hotel, Dublin

Contents

Executive Summary

The adaptation scorecard workshop was held on 26th September 2023 at the Ashling Hotel in Dublin. It brought together scorecard respondents from various sectors and local authorities to:

i. Discuss the progress and challenges being experienced with the implementation of the Adaptation Scorecard.
ii. Generate recommendations to improve the Adaptation Scorecard next year and in future.
iii. Learn from approaches being used in other countries to monitor progress in adaptation and in developing measurable targets and indicators.
iv. Discuss the main challenges to adaptation and possible enablers for change.

The Scorecard provides the Climate Change Advisory Council with a means of measuring the progress of adaptation on an annual basis within sectoral and local authority adaptation plans, and in monitoring the implementation of the National Adaptation Framework (NAF). The Adaptation Scorecard is based on a questionnaire, developed and adopted by the Council in 2021, that is sent to the priority sectors identified in the NAF as well as local government and the Department of Environment, Climate and Communications.

The results, and details of the collection and assessment process, of the 2023 adaptation scorecard were presented at the workshop and interactive sessions. Presentations were given on the approaches used by the United Kingdom Climate Change Commission in monitoring adaptation progress and the Government of Germany in developing measurable targets and indicators for adaptation. Breakout sessions were also undertaken to allow the participants to provide feedback on the strengths, weaknesses and opportunities to improve the scorecard.

Detailed recommendations were received at the workshop on how to improve the design and process of the scorecard and these are outlined in Section 2.2.3. The recommendations focus on:

1. Development of a guidance document for the sectors on how to complete the questionnaire.
2. Improving the design of the questionnaire so that it is more concise and targeted.
3. Exploring new online method of administering the scorecard.
4. Detailing the vision and intention of the scorecard.
5. Decide on the focus of the scorecard - whether it should be the measurement of performance of Departments or whether the scorecard should focus on being an independent viewpoint of overall progress on adaptation.
6. How best to fit the scorecard with other monitoring frameworks so that it adds value and avoids duplication with other reporting obligations such as for the National Climate Action Plan, Corporate Sustainability Reporting Directives (CSRD), NewERA, UNFCCC and EU as well as Local Government Management Agency and the National Oversight and Audit Commission.
7. Developing an approach to better consider the disparate sectors more thoroughly.
8. Development of a protocol around the sharing of the submissions made by the sectors.

Three main actions for the Climate Change Advisory Council Secretariat were identified from the workshop. These are to:

- Develop and circulate a short post-workshop report with participants.
- Consider the feedback received at the workshop in developing the next iteration of the scorecard questionnaire.
- Contact the sectors in early 2024 with regard to the 2024 scorecard process.

1. Background and Opening

Mr. George Hussey, Climate Change Advisory Council (CCAC) Secretariat Manager, opened the workshop and welcomed participants.

He thanked the stakeholders for their attendance and engagement with the scorecard this year, noting that responses were received from all 11 sectors for the first time in the Scorecard evaluations to date. He provided the four main objectives of the workshop, which were to:

a) Provide an opportunity to bring the different stakeholder groups together to discuss the progress and challenges being experienced with the implementation of the Adaptation Scorecard.
b) Generate recommendations from the different stakeholders to improve the Adaptation Scorecard next year and in future.
c) Learn from approaches being used in other countries to monitor progress in adaptation and in developing measurable targets and indicators.
d) Discuss the main challenges to adaptation and possible enablers for change.

He also thanked the international speakers for participating in the workshop. These included Olivia Shears, a senior analyst at the UK Climate Change Committee and Linda Hölscher, an advisor in adaptation and climate risk analysis at Adelphi in Germany.

As part of setting the scene for the workshop, Mr. Bryn Canniffe, CCAC Secretariat Officer, provided an overview of the 2023 Adaptation Scorecard Report. The presentation was shared with the workshop participants.

Ms. Olivia Shears provided an overview of the UK Climate Change Commission approach to monitoring adaptation progress in the UK on a biennial basis. The presentation was shared with the workshop participants.

2. Interactive Session on the strengths, weaknesses and opportunities to improve the Scorecard

2.1 Interactive Mentimeter survey on the scorecard

Dr. Stephen Flood, Resilience Team Lead in the CCAC Secretariat, commenced this session with an interactive survey on the adaptation scorecard. Answers from the workshop attendees, on four Menti questions, is provided below:

1. How has the scorecard been of use to your sector / organization?
2. Rank the challenges to adaptation in your sector / local authority.
3. What challenges did you have in completing the questionnaire?
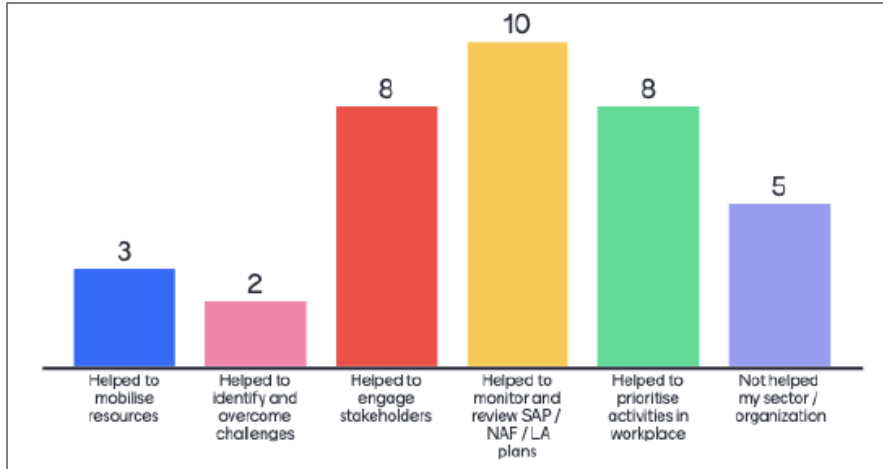4. Any specific ideas to improve the scorecard?

Figure 1: Responses from participants on how the scorecard has been of use to their sector / organization.

Figure 1 illustrates how the participants consider the scorecard to be of use to their sector/organization. The top three answers were that the scorecard assists to (i) monitor and review progress in implementation of SAPs, NAF and Local Authority plans, (ii) prioritise activities in the workplan and (iii) engage with other stakeholders.

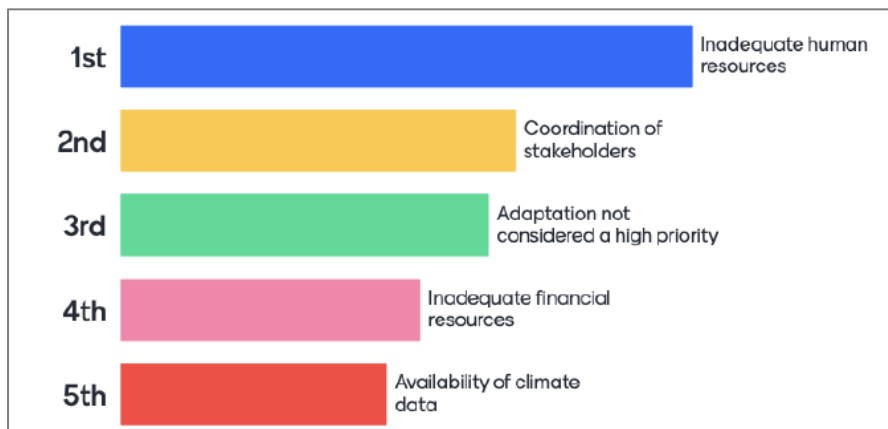*Figure 2: Participant's response to ranking the challenges to adaptation at sectoral / local authority level.*

Figure 2 illustrates the responses of the participants to the main challenges to adaptation at the sectoral and local authority level. Inadequate human resources was rated as the biggest challenge followed by the coordination of stakeholders and adaptation not being considered a high priority within the organization.
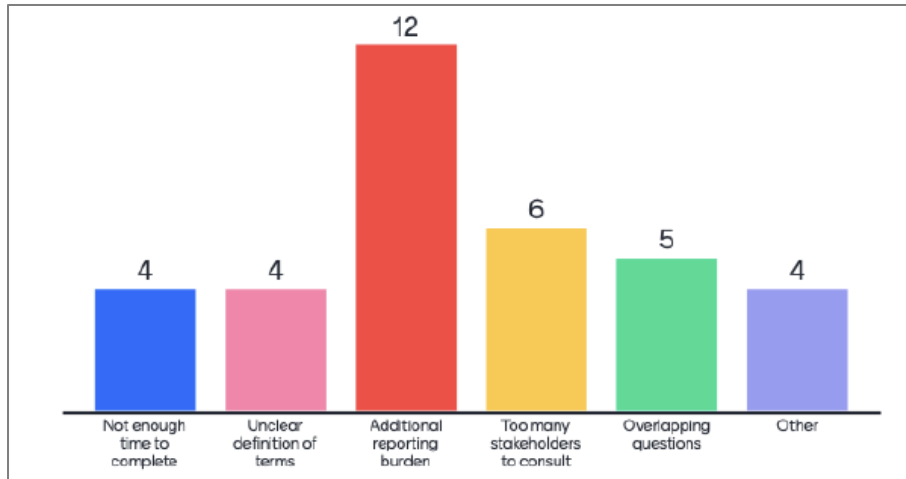
Figure 3: Responses from participants on the main challenges experienced in completion of questionnaires.

Figure 3 shows the main challenges experienced by participants in completing the questionnaires. The additional reporting burden caused by the scorecard was considered the biggest challenge, followed by the need to consult many stakeholders and the issue of overlapping questions in the questionnaire.

The following responses were received as quickfire ideas to improve the scorecard in the Mentimeter survey:

- Have clearer explanations and definitions for the terms and concepts used in the questionnaire.
- Avoid overlap in questions.
- Make questions less general and more specific.
- Scorecard should be more real time and needs to capture enablers and obstacles.
- Shorter questionnaire with questions that are easy / concise.
- Define what advanced progress looks like.
- Stay consistent over time to allow for comparability.
- Use the scorecard to encourage cross-sectoral reporting.
- Use objective indicators with longer term status and progress.

2.2 Group work on the scorecard strengths, weaknesses and opportunities for improvement

This sub-section provides a summary of the group work during the workshop in which five groups discussed the strengths and weaknesses of the scorecard as well as opportunities for improvement.

2.2.1 Strengths of the Scorecard

The following is a summary of the strengths of the scorecard that were observed.

Raising the profile and prioritising adaptation

- Raises the profile and visibility of adaptation both outside and inside Departments and Local Authorities.
- Encourages top level buy-in within Departments and Local Authorities.
- Assists with mobilising resources for adaptation, although this was not universally reported across sectors.
- Ensures adaptation is prioritised in the public sphere and for wider policies and strategies that integrate adaptation to be developed.
- Helps to ensure adaptation is included in Departmental work programmes.

Use in assessing adaptation progress
- Provides an annual stocktake on how each sector is doing, creates baseline data for future years and identification of weaknesses and CCAC feedback can be used as a template for improvement.
- Annual reporting through the scorecard helps keep focus as the Sectoral Adaptation Plans (SAPs) are implemented over a longer time scale. The scorecard can be used as an indicator of SAP implementation.
- Scorecard helps to maintain motivation for adaptation.
- Provides an opportunity to learn from other organisation's good practices and approaches to adaptation issues and to benchmark and compare performance.
- Creates a repository of progress.

Stakeholder engagement and communication
- Encourages stakeholder engagement - connections are made beyond Departments and this increases the network of people in adaptation.
- Creates transparency.
- Encourages cross-sectoral communication and coordination and value is gained from engaging both within and beyond sectors.
- Gives adaptation more prominence among external stakeholders

2.2.2 Weaknesses
The following key weaknesses in the scorecard were identified and grouped.

Flaws in design
- The vision of the scorecard is not clear.
- There are shortcomings with the criteria and assessment ratings. It is not clear what advanced progress looks like and there were concerns about the subjectiveness of the assessment approach. Additional transparency is needed.
- Some sectors are not covered by the scorecard. Some sectors are quite disparate but are included in one assessment such as agriculture, forestry and seafood, while others have distinct sub-sectors that are not clearly identified such as the road, rail, aviation and maritime sub-sectors in transport).
- Some actions are not recognized and captured. Important cross sectoral issues and broader adaptation issues and inter-linkages are not covered in the scorecard such as coastal zone management, built environment, financing, communication etc.
- More focus is placed on completed actions than ongoing actions.
- Scorecard is a short-term annual report and a long-term view of adaptation could be better captured.
- Scorecard does not use other information in the public domain to track adaptation-related developments, challenges, opportunities and generate recommendations.

- Proportionality is not currently considered in the questions. This is needed to allow for comparability between sectors.
- The scorecard questionnaire is designed for Departments but some sectors such as Communications Networks are dominated by private sector stakeholders and Government has limited control over these stakeholders.
- A lack of consistency was identified with the approach followed and it was noted that it would be helpful to keep timing of submission consistent over the next assessments if possible.

Broadness of adaptation
- Balancing progress can be difficult due to sub-sectors within some reporting sectors and the grouping of diverse issues within sectors.
- Difficult to fit adaptation into sectors and the full picture of adaption for a sector is difficult to define.
- The absence of good key performance indicators for adaptation makes it difficult to measure progress towards adaptation / resilience. These indicators need to have buy-in from stakeholders and it is a challenge for the sectors to develop KPIs.
- The scorecard is recognized as a first attempt at national adaptation reporting. The CCAC scorecard will need to work with emerging indicator development process so that it can continue to add value in terms of measuring adaptation progress., but indicators are going to take over.

Challenges in completing the questionnaire
- Several sectors face human resource challenges with completing the questionnaire.
- There is duplication of reporting with other mechanisms such as the National Climate Action Plan, international reporting requirements (DECC), Corporate Sustainability Reporting Directive (CSRD), Local Government Management Agency (LGMA), National Oversight and Audit Commission (NOAC) and NewERA. The scorecard places an additional reporting burden on some sectors.
- Word count limits can make it difficult to report effectively on progress.
- In some cases, the questionnaire was not shared sufficiently within the organization nor among local authorities for complete input.

Capturing information and assessment
- Progress made early on in SAP implementation is not captured as the reporting is carried out on annual basis. A sector that does all of its work in the first 4 years can get a green result for those years but can then do little in the last year and may receive a poor rating.
- Some actions completed in the reporting period will only have impact over the medium or longer term. There was concern that these are not recognized.
- Feedback specific to sub-sectors would be welcome to get higher scores and more guidance was needed on where effort can be best placed.
- Failures need to be recorded and the impacts of failures and where resilience has not been improved should be reported.
- Sectoral approaches can lead to duplication and silos in terms of implementing and reporting on adaptation.
- Sectors could be reluctant to disclose information that will result in a negative assessment.

2.2.3 Opportunities for Improvement

The CCAC was requested to consider the following issues to improve the design of the scorecard questionnaires and the process:

1. Develop a **guidance document for the sectors on how to complete the questionnaire**. This should include definitions of the terms, clear explanation of what the Scorecard is looking to capture, including model answers or competencies, transparency on the marking criteria, explanation of the rating scale, and clear approach of the CCAC on sharing submissions.

2. Make the **design of the questionnaire more concise and targeted**. It was considered important to avoid overlaps in the categories and questions and reduce the burden of reporting on the respondents. The need to use more quantitative questions was acknowledged but it was suggested to leave options for qualitative answers available where possible.

3. Explore **new methods of administering the scorecard**. Moving towards an online system was suggested. It was considered that this could be more user friendly, assist in reducing the duplication of reporting and make the analysis process easier.

4. Detail the **vision and intention of the scorecard** – it should be clear if the scorecard is seeking to monitor the implementation of SAPs and performance of departments or if it is looking at broader progress towards resilience. The pros and cons of the different approaches were considered. It was considered that limiting the scorecard to the SAPs / departments means the bigger picture can be missed. This includes not accounting for cross-cutting issues, the activities of other sectors as well as stakeholders such as industry and NGOs. On the other hand, Departments are accountable for adaptation by being owners of the SAPs and have a duty to implement / coordinate SAP actions.

5. **Decide on the focus of the scorecard** - whether it should be the measurement of performance of Departments or whether the scorecard should focus on being an independent viewpoint of overall progress on adaptation. It was noted that it is difficult to compare different sectors with very different issues, priorities and scales etc. and that the departments are currently being assessed and not the sector. Some participants were in favour of changing the focus away from grading towards a "to do" list while others found usefulness in the "league table" approach.

6. How best to **fit the scorecard with other monitoring frameworks** so that it adds value and avoids duplication with other reporting obligations such as NCAP, CSRD, NewERA, UNFCCC and EU as well as LGMA and NOAC for Local Authorities. The scorecard also needs to keep relevant within the changing landscape - new NAF and SAP guidelines, new SAPs with better KPIs, LA CAPs with both adaptation and mitigation actions (expiry of current LA adaptation plans), National Climate Change Risk Assessment.

7. Develop an approach to **better consider the disparate sectors** more thoroughly. It was suggested to apply the scorecard to the 12 sectors in the NAF rather than the 9 sectors with SAPs. This would allow for agriculture, forestry and seafood to be assessed separately. How to better consider distinct sub-sectors within sectors and the aggregated method of assessing local authorities needs further attention.

8. Develop **protocol around the sharing of the submissions** made by the sectors. Some sectors would like to see examples of advanced level submissions that have been made.

3. Challenges and Enablers for Adaptation

This session provided scope for a general discussion on the challenges facing adaptation in Ireland as well as the enablers to overcome these challenges that are being deployed by different Departments. With measurable targets and indicators for adaptation being one of the key challenges, a presentation was also given on the German experience on this issue.

3.1 Development of measurable targets and indicators for adaptation in Germany

Ms. Linda Hoelscher presented on what is being done in Germany to develop measurable targets and indicators for adaptation. The presentation was shared with the workshop participants.

3.2 Main challenges and enablers for adaptation

Dr. Stephen Flood provided an overview of the main challenges and enablers for adaptation that were identified from the sectoral scorecard submissions. The main challenges are summarized in figure 4 below. Availability and application of climate data was identified as the biggest challenge, followed by staff and capacity issues and insufficient financial resources. Difficulties in mainstreaming adaptation and engagement of stakeholders were identified as other significant challenges.
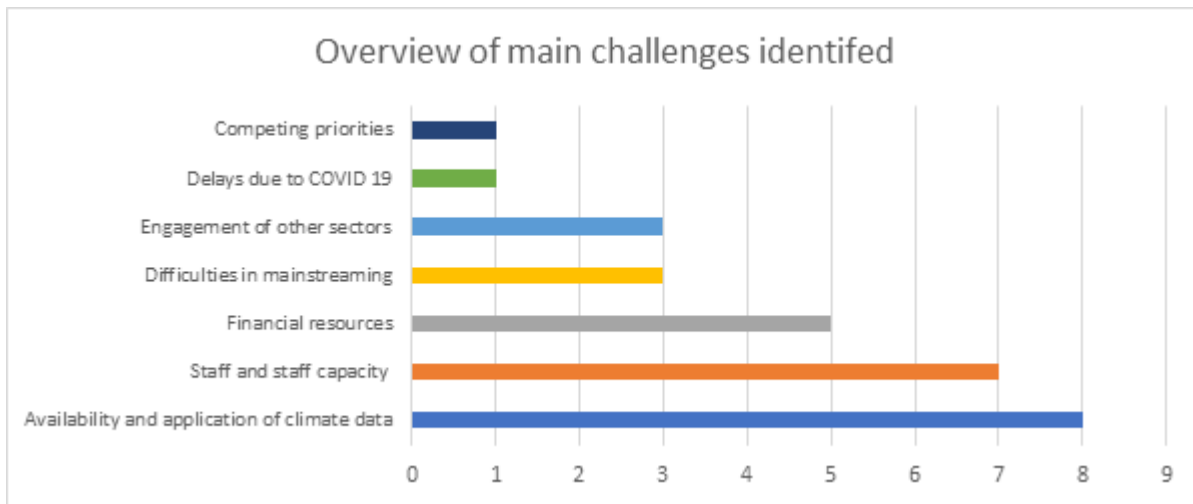

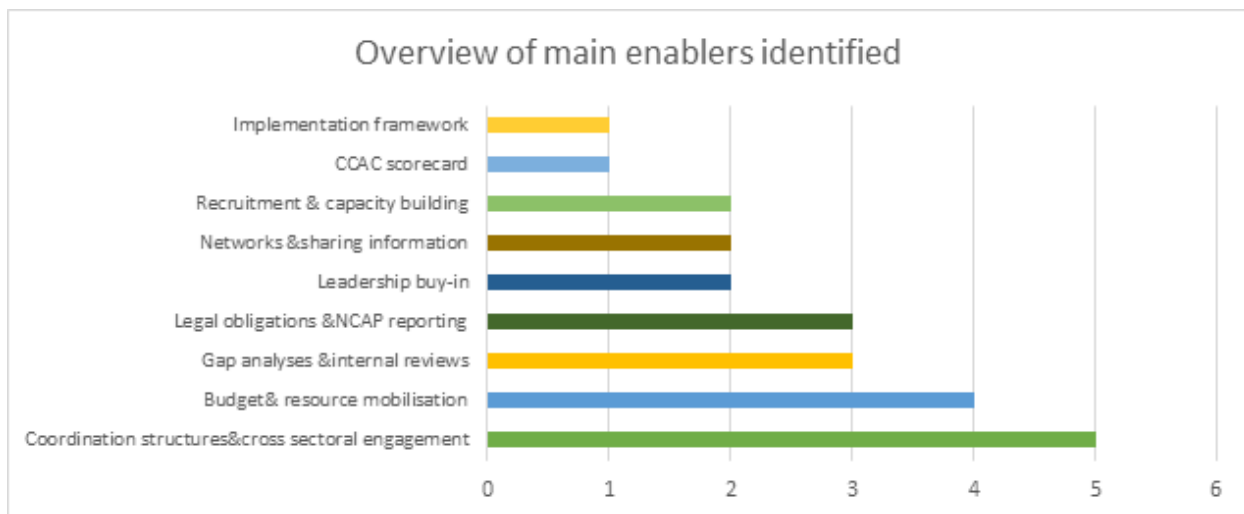*Figure 4: Overview of the main challenges identified by sectors.*

Figure 5: Overview of the main enablers for success identified by the sectors.

3.3 Reflection on the main challenges and enablers for adaptation

The workshop concluded with a brief reflection on the challenges being experienced in climate change adaptation in Ireland. The following points were emphasized:

- **Human resources issues** - Challenges of filling positions for adaptation were identified with a reported shortage of skills in this area of expertise. The short-term temporary nature of the Climate Action Regional Offices (CAROs) posts and staff turnover were also referenced.
- **Duplication of work** - This is reported both in terms of implementation and monitoring. Tools such as project management approaches, AI and common platforms could be utilized to prevent duplication.
- **Streamlining of forums is needed** - This includes sectoral forums and adaptation forums. It was considered that the cross sectoral piece is being missed which is resulting in the creation of silos. This can result in missing out on common problems and threads that could be resolved collaboratively. The need for a network of adaptation practitioners was identified.
- **Mobilising financial resources for adaptation** - This will require a concerted dialogue between the relevant Departments and the Department of Expenditure, NDP Delivery and Reform.

Annex 1: Workshop Agenda

Workshop on the Climate Change Adaptation Scorecard 2023

11.00-15.30, Tuesday 26th September 2023

Venue: Ashling Hotel, 10-13 Parkgate Street, Dublin 8

Time	Agenda Item	Speaker
10.40-11.00	**Registration & Tea/ Coffee**	
11.00-11.50	**Setting the Scene**	
11:00-11.05	Welcome and introduction of workshop objectives	George Hussey, Climate Change Advisory Council Secretariat Manager
11.05-11.20	Overview of the climate change adaptation scorecard	Bryn Canniffe, Climate Change Advisory Council Secretariat
11.20-11.40	Reflections on similar processes to the scorecard taking place in the UK	Olivia Shears, Senior Analyst, UK Climate Change Committee
11.40-11.50	Questions and Answers	All
11.50-13.00	**General strengths and weaknesses of the Adaptation Scorecard**	
11.50-12.00	Interactive Menti survey on the scorecard	Stephen Flood, Climate Change Advisory Council Secretariat
12.00-12.40	Group work on the general strengths, weaknesses and opportunities to improve the Adaptation Scorecard	All
12.40-13.00	Report back to Plenary	Group leaders
13.00-14.00	**Lunch**	
14.00-15.00	**Main challenges and enablers for adaptation**	
14.00-14.20	Development of measurable targets and indicators for adaptation in Germany	Linda Hölscher, Adaptation Advisor, Adelphi Research, Germany
14.20 -14.30	Questions and Answers	All
14.30-14.40	Overview of the main challenges and enablers for adaptation (as identified in the scorecard)	Stephen Flood, Climate Change Advisory Council Secretariat
14.40-15.00	Group reflection on the main challenges and enablers identified in the Scorecard	All
15.00-15.30	**Closure**	
15.00-15.15	Summary, next steps and closure	Climate Change Advisory Council Secretariat
15.15-15.30	**Tea / Coffee**	

Annex 2: Workshop Participants

Name	Organisation
1. Mark Adamson	Office of Public Works
2. Colm Bates	Department of the Environment, Climate and Communications
3. Paul Brosnan	Department of Health
4. Claire Camillieri	CCAC Secretariat
5. Bryn Canniffe	CCAC Secretariat
6. Yvonne Cannon	Dublin City Council
7. Mairín Ní Cheallaigh	Department of Transport
8. Brian Clifford	Department of Agriculture, Forestry and Marine
9. Lara Connaughton	ComReg
10. Kieran Craven	CCAC Secretariat
11. Robert Devoy	Adaptation Committee
12. Jacqui Donnelly	Department of Housing, Local Government and Heritage
13. John Finnegan	Department of the Environment, Climate and Communications
14. Stephen Flood	CCAC Secretariat
15. Conor Galvin	Office of Public Works
16. Roland Gowran	Department of Housing, Local Government and Heritage
17. Colin O' Hehir	Department of Health
18. Ciara Hilliard	CCAC Secretariat
19. Linda Hoelscher	Adaptation Advisor, Adephi
20. George Hussey	CCAC Secretariat
21. Ina Kelly	Adaptation Committee
22. Keith Lambkin	Adaptation Committee
23. Seosamh O' Laoi	Department of the Environment, Climate and Communications
24. Andrea Lennon	Department of Transport
25. Eleanor Matthews	CCAC Secretariat
26. Niamh Mccarthy	CCAC Secretariat
27. Kevin Mccormick	Department of the Environment, Climate and Communications
28. Brian Murphy	Department of Agriculture, Forestry and Marine
29. Conor Quinlan	Adaptation Committee
30. Shane Regan	National Parks and Wildlife Services
31. Elodie Ruelle	Teagasc
32. Tina Ryan	Galway County Council
33. Olivia Shears	UK Climate Change Committee
34. John Uhlemann	Department of the Environment, Climate and Communications