

**UK
2012** | **Climate
Change
Risk
Assessment**

(Defra Project Code GA0204)

Climate Change Risk Assessment Recommendations Report

July 2012

Annex A: Stakeholder Engagement Evaluation Report

Jonathan Baker¹, Paula Orr¹ and Owen White¹

Contractors: HR Wallingford Ltd
AMEC Environment & Infrastructure UK Ltd
(formerly Entec UK Ltd)
The Met Office
¹Collingwood Environmental Planning Ltd
Alexander Ballard Ltd
Paul Watkiss Associates
Metroeconomica



Llywodraeth Cymru
Welsh Government



Department of
the Environment
www.doeni.gov.uk



The Scottish
Government



defra
Department for Environment
Food and Rural Affairs

Statement of use

This annex accompanies the CCRA Recommendations Report.

Dissemination status

External

Keywords:

Stakeholder engagement, participation, feedback, recommendations

Research contractor:

HR Wallingford Ltd
Howbery Park, Wallingford, Oxon, OX108BA
Tel: +44(0)1491835381
(For contractor quality control purposes this report is also numbered EX 6793)

Defra project officer:

Soheila Amin-Hanjani

Defra contact details:

Adapting to Climate Change Programme,
Department for Environment, Food and Rural Affairs (Defra)
Area 3A
Nobel House
17 Smith Square
London
SW1P 3JR

Tel: 020 7238 3000

www.defra.gov.uk/adaptation

Document History:

Date	Release	Prepared	Notes
14/05/12	R1	CEP	Draft
01/06/12	R2	CEP	Final
02/07/12	R3	CEP	Unchanged from R2 – to accompany R3 of the main report

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Executive summary

This report provides an evaluation of the stakeholder engagement activities carried out during the development of the first UK Climate Change Risk Assessment (CCRA).

In developing the CCRA, stakeholder engagement was seen to be an essential element. To help ensure effective and sufficient stakeholder involvement, a Stakeholder Engagement Plan, covering the main stakeholder activities to be organised by the contractors' team up to the completion of the project in January 2012, was developed and agreed with Defra.

The evaluation of CCRA stakeholder engagement assessed the extent to which stakeholder engagement achieved the objectives of the Stakeholder Engagement Plan, focusing in particular on the effectiveness of the engagement process in providing information and data for the risk assessment. The evaluation drew on existing information such as workshop records and feedback forms, as well as a small number of evaluation interviews with selected stakeholders and the results of a workshop for members of the contractors' team, held on 8 March 2012.

Key activities to involve stakeholders in the development of the CCRA included: the CCRA Forum; Sector workshops; Devolved Administration workshops; online questionnaires; and Regional workshops. In addition limited use was made of email exchanges and telephone interviews, particularly in sectors where workshops were not possible, such as the Business, Industry & Services sector.

The evaluation collated and analysed various information and feedback sources, as well as interview outcomes, to identify what worked well, and what might benefit from being changed in future (e.g. for the second CCRA), in relation to: provision of information and data for the risk assessment (Section 4); encouraging a sense of ownership and buy-in (Section 5); and stakeholder experience of engagement (Section 6).

Overall the self-reported experience of stakeholders was that engagement during the CCRA was very positive, valuable and successful. The Engagement Plan is judged to have achieved its overarching objectives, although engagement appears to have been more successful in providing information and data for the risk assessment than in building ownership and buy-in from relevant stakeholders.

Key messages from the evaluation of stakeholder engagement include:

- Changes to the planned engagement process leading to less involvement of stakeholders (because of limited opportunities for online engagement and only one workshop in each of the sectors) reduced the provision of information by stakeholders and their buy-in to the results of the risk assessment.
- While the voting approach to prioritising risks was seen as democratic and transparent, some stakeholders expressed concern that such an approach led, in some cases, to risks being prioritised based on group perceptions of importance, rather than specific expertise or evidence.
- There was perceived to be a 'disconnect' between the stakeholders' involvement in the Sector workshops and the final CCRA outputs. This may relate to the fact that restrictions on information meant that newsletters were less frequent and informative than planned; and also that the originally planned second sector workshops did not happen. Although not expressed

explicitly in the interviews this may have led to a lack of transparency in the process.

- Levels of ownership and buy-in are much higher among stakeholder with more involvement in the CCRA development, such as those attending multiple workshops and/or the CCRA Forum.
- The Business, Industry & Services sector was relatively unrepresented, and did not input as much information and data to the CCRA as other sectors. For the second CCRA it will be important to engage with all sectors early in the process, and perhaps in different ways.
- Many issues may have been more appropriately addressed and considered as cross-sectoral as they were considered by sector stakeholders to fall into more than one, and sometimes many, of the sector categories as defined in the CCRA process. One possibility here is to consider engagement around themes.

Key recommendations for future stakeholder engagement, such as in the development of the second CCRA include:

- Be realistic and pragmatic about the scale of the stakeholder engagement that will be undertaken. Although it is important to aspire for as wide a stakeholder group as possible, be clear at the start about the reasons for involving different types of stakeholder, the resources and time required and what they will be able to contribute, as managing stakeholder expectations can become difficult.
- Generally, the second CCRA process should aim to be more open, especially during the latter stages of the project. One specific suggestion is to make documents more widely and easily available to stakeholders during the project. However, measures would have to be put in place to manage the review and provide clarity about how documents have been updated in response.
- Ensure that engagement is, as far as possible, a continuous process, with a logical progression through a series of events, providing stakeholders with opportunities to input throughout. Specifically more than one workshop is recommended in each sector, with additional workshops perhaps adding value by exploring specific themes.
- There is a need to develop 'smarter' ways of working and communicating with stakeholders, encouraging their input across sectors rather than in specific 'silos'; this is particularly the case for certain areas, such as the Business, Industry & Services and Biodiversity & Ecosystem Services sectors.
- Better and more consistent feedback from the project team should be provided to stakeholders. This may be a key factor in encouraging ownership and buy-in and will demonstrate to stakeholders that their views and knowledge are valued. Greater involvement in workshops on the part of the client could also be one relatively simple way to indicate to stakeholders that their views are valued.

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1 Introduction

1.1 Background and context

A team led by HR Wallingford (henceforth ‘the contractors’ team’) was contracted by Defra in September 2009 to prepare the first UK Climate Change Risk Assessment (CCRA). The CCRA was laid before Parliament on 25 January 2012. Stakeholder engagement was seen as an essential element of the preparation of the first UK CCRA, in order to obtain information on climate change issues and risks across a range of sectors and areas of the UK. Involving stakeholders in the risk assessment was also seen as a way of creating awareness of the project and gaining buy-in to, and ownership of, its results.

At the outset of the process, the contractors’ team agreed with Defra a Stakeholder Engagement Plan covering the main stakeholder activities organised by the contractor’s team up to completion of the project in January 2012. More information on the Stakeholder Engagement Plan is included in Section 2, below.

1.2 Aims of this evaluation

The main purpose of the evaluation of stakeholder engagement was to assess the extent to which stakeholder engagement achieved the objectives of the Stakeholder Engagement Plan and focussed in particular on the effectiveness of the engagement process in providing information and data for the risk assessment ensuring that the approach built on existing activities, evidence and expertise.

The evaluation also considered what lessons can be learnt from the stakeholder engagement process which could inform the design and implementation of engagement in the next CCRA. It is hoped that specific lessons and recommendations from this evaluation can identify successful approaches and help improve engagement activities in future both for the next CCRA, but also for other engagement exercises.

1.3 Approach to the evaluation

The evaluation drew mainly on the substantial information that was generated by the stakeholder engagement process, principally: the project stakeholder database; workshop records; feedback forms; and online consultation responses.

The evaluation involved analysis based on:

- Quantitative data from the stakeholder database and from workshop and meeting feedback forms.
- Qualitative data from feedback forms, online consultation responses and informal communications.

A summary analysis of the workshop and meeting feedback forms is included in Appendix 2.

A small number (15¹) of semi-structured interviews were conducted with selected stakeholders to gain feedback on the way that the engagement activities were designed and run and how the results were used. Given the budget and nature of the evaluation, it was agreed that interviews should be limited to Government officials from the departments and 'arms length' bodies most directly involved in the CCRA engagement. This clearly limited the range of stakeholder views that the evaluation had access to. In addition as a long period has elapsed since the beginning of the CCRA, some stakeholders who participated actively early on in the project are no longer working in the same posts. Interviewees were assured of the confidentiality of their views, and thus a list of interviewees and departments / bodies has not been included in this report.

The evaluation was also informed by discussions at a workshop for members of the contractors' team to assist with the recommendations report, held on 8 March 2012.

¹ 15 full interviews were completed: more than 20 interviewees were spoken to, however only 15 felt that they had sufficient knowledge (or memory) of the engagement to contribute more than a few minor comments.

2 CCRA Stakeholder Engagement Plan

2.1 Introduction

A Stakeholder Engagement Plan was agreed at the start of the project. This described the approach to engaging with the range of stakeholders considered important to provide input to and assist in the development of the first UK CCRA. The Plan covered the main stakeholder activities to be undertaken by the contractors' team up to completion of the project in January 2012. This section sets out the Plan's objectives and the main features of how the Plan was implemented.

2.2 Objectives of the Engagement Plan

There were two overarching objectives of stakeholder engagement in the CCRA:

- i. To provide much of the information and data for the risk assessment: this includes information about non-climate considerations that influence decision-making, as well as information specifically about climate impacts.
- ii. To encourage a sense of ownership of and buy-in to the CCRA approach, to ensure that the results of the CCRA can be used by stakeholders and contribute to developing or enhancing adaptive capacity within stakeholder organisations.

Following these two overarching objectives, stakeholder engagement was intended to:

- Ensure that the adopted approach to the first CCRA builds on existing activity, evidence and expertise in assessment of climate change risk and of adaptation to avoid 'reinventing the wheel';
- Ensure adequate input from and ownership of the risk assessment by all relevant stakeholders;
- Begin to embed CCRA approaches in decision making processes at UK, national and regional levels and across sectors that are likely to be most severely impacted;
- Gain endorsement for the CCRA approach from a range of stakeholders;
- Facilitate a learning process that increases the adaptive capacity of the organisations involved.

2.3 Implementation of the Engagement Plan

Through implementation of the Plan, stakeholders were involved in a number of ways, including attending meetings and workshops, newsletters and some online engagement. Stakeholders with whom meetings were held included:

- Sector stakeholders, concerned with issues and information from particular sectors (e.g. health);

- Devolved Administration and Regional stakeholders that were concerned with issues specific to different parts of the UK; and,
- A CCRA Forum, that took an overview of issues, across sectors and across the UK.

A list of all the stakeholder engagement meetings and workshops held is included in Table 2.1 below. More detail on these events including details of locations and participants at each are included in Section 3 and Appendix 1. In addition to the events listed in Table 2.1, interviews were held with a small number of stakeholders from the Business, Industry & Services and Forestry sectors, as workshops were not run for these sectors.

Defra had its own Steering Group for the CCRA as well as an In-house Experts Group. These groups were not facilitated by the contractors' team and their work is therefore not covered by this evaluation.

Some of the activities included in the Stakeholder Engagement Plan did not eventually take place. Table 2.1 below shows the key stakeholder engagement activities that were planned and those that were executed, in chronological order.

Table 2.1 Key stakeholder engagement activities: as planned and executed

Engagement Actions	Implementation date		Comments
	Planned	Executed	
Stakeholder Questionnaire	Nov 2009 – Jan 2010	No	Lack of agreement with Defra on purpose
CCRA Forum Workshop 1	Jan 2010	Jan 2010	
Sector Online Questionnaire	Jan 2010	Aug – Sept 2010	
Devolved Administration Meetings	March – April 2010	March 2010	Workshops held in Northern Ireland and Scotland; participation in meeting with Climate Change Commission for Wales
CCRA Forum Workshop 2	May 2010	May 2010	
Sector Workshops	April - May 2010	May 2010	A Water Sector Pilot workshop was held in April 2010 which helped to trial the Sector workshops approach. 9 Sector workshops were held; 2 Sector workshops (Forestry and Business, Industry & Services) were replaced by stakeholder interviews
Devolved Administrations Online Questionnaire	June – Aug 2010	Sept - Oct 2010	

Engagement Actions	Implementation date		Comments
	Planned	Executed	
Devolved Administration Workshops	July – Sept 2010	Sept 2010	
English Region Workshops	July – Sept 2010	Nov 2010 – Jan 2011	Change in English Region status; 9 workshops held (1 in each region)
CCRA Forum Workshop 3	Oct 2010	Jan 2011	Postponed until after DA and regional workshops
Sector Workshops – Round 2	Nov – Dec 2010	No	Lack of agreement with Defra on purpose
CCRA Forum Workshop 4	June 2011	Sept 2011	

3 What happened and which stakeholders did the CCRA involve?

3.1 Introduction

Throughout the course of the CCRA a range of participation events were held which sought to involve stakeholders from diverse sectoral and professional backgrounds and geographical locations. Full lists of participants at each event are presented in Appendix 1, and more detail on each of these activities is included below.

Participation in the 28 face-to-face activities held over the course of the development of the CCRA totals 700. As this number includes people who attended more than one activity (particularly in the case of the CCRA Forum and Devolved Administration workshops in Northern Ireland and Scotland), the number of individuals participating in CCRA activities is estimated at over 500.

3.2 CCRA Forum

The role of the CCRA Forum was to provide an overview of issues both across sectors and across the UK. Members included organisations that will need to deliver the actions resulting from the risk assessment and those that will be significantly affected by it. The CCRA Forum sought to reflect the perspectives of a range of stakeholders across the UK and included members from the public, private and voluntary sectors.

In total four CCRA Forum workshops were held between January 2010 and September 2011. These are set out in Table 3.1.

Table 3.1 CCRA Forum workshops

Event	Topics covered	Date	Location	Participants (excluding Defra & contractors' team)
CCRA Forum Workshop 1	Identification of priority economic, environmental and physical risks What makes risks significant Working with stakeholders	21 January 2010	London	39

Event	Topics covered	Date	Location	Participants (excluding Defra & contractors' team)
CCRA Forum Workshop 2	Feedback on sector level assessment Mapping of cross-sectoral risks Initial consideration of adaptation assessment issues	12 May 2010	Birmingham	34
CCRA Forum Workshop 3	Updates on CCRA development and links with other work, e.g. National Adaptation Programme Ways of presenting CCRA results	26 January 2011	London	27
CCRA Forum Workshop 4	CCRA headline findings Adaptive capacity and National Adaptation Programme	22 September 2011	London	39

3.3 Sector workshops and online questionnaire

Nine Sector workshops were held during May 2010 with the purpose of reviewing and prioritising sector relevant climate change risks, exploring risk metrics in each case. These are detailed in Table 3.2. Business, Industry & Services and Forestry workshops were planned but did not take place because of the low level of interest from stakeholders in these sectors.

In addition an online questionnaire for sectors was run between 6 August – 10 September 2010 to enable stakeholder input to the identification of the main risks and opportunities in each sector.

Table 3.2 Sector workshops

Sector workshop	Date	Location	Participants (excluding Defra & contractors' team)
Agriculture	13 May 2010	Newmarket	15
Biodiversity & Ecosystem Services	11 May 2010	York	15
Built Environment	28 May 2010	London	20
Energy	27 May 2010	Reading	16
Floods & Coastal Erosion	24 May 2010	Reading	15
Health	26 May 2010	Reading	18

Sector workshop	Date	Location	Participants (excluding Defra & contractors' team)
Marine & Fisheries	11 May 2010	York	19
Transport	25 May 2010	Reading	13
Water	24 May 2010	Reading	16

3.4 Devolved Administration workshops and online questionnaire

Devolved Administration meetings were held in Northern Ireland and Scotland in March 2010 and workshops were then held in Northern Ireland, Scotland and Wales in September 2010. These are detailed in Table 3.3.

At the first meetings (in March 2010) the CCRA was presented and feedback was invited on the proposed approach. The workshops held in September 2010 were used to identify priority risks and opportunities in each Devolved Administration. The workshops contributed to the Devolved Administration risk assessment, helping to understand key climate change risks, exploring potential data sources for analysis and considering the country's vulnerability to climate change.

In addition an online questionnaire for the Devolved Administrations was developed, to enable further stakeholder input to the identification of the main risks and opportunities in each Devolved Administration. Input was invited between 13 September – 11 October 2010.

Table 3.3 Devolved Administration meetings and workshops²

Devolved Administration meetings / workshops	Date	Location	Participants (excluding Defra & contractors' team)
Northern Ireland meeting	23 March 2010	Northern Ireland	24
Scotland meeting	08 March 2010	Scotland	43
Northern Ireland workshop	29 September 2010	Northern Ireland	36
Scotland workshop	23 September 2010	Scotland	41
Wales workshop	21 September 2010	Wales	47

² The meeting in March 2010 with the Climate Change Commission for Wales (CCCW) is not included here as it was part of an event organised by the CCCW rather than an activity run by the contractors' team.

3.5 Regional workshops

Regional workshops were held in nine English Regions between November 2010 and January 2011. These are detailed in Table 3.4.

The regional workshops provided an opportunity for stakeholders in the English Regions to meet and share information and views on risks, vulnerabilities and what matters to them in their region. This included identification of case studies that demonstrated these risks.

Table 3.4 Regional workshops

Regional workshops	Date	Location	Participants (excluding Defra & contractors' team)
East of England	24 November 2010	Cambridge	33
East Midlands	22 November 2010	Nottingham	15
London	29 November 2010	London	21
North East England	17 January 2011	Newcastle	34
North West England	17 December 2010	Warrington	37
South East England	14 January 2011	London	21
South West England	25 November 2010	Exeter	25
West Midlands	1 December 2010	Birmingham	21
Yorkshire and Humberside	23 November 2010	Wakefield	16

4 Provision of information and data for the risk assessment

4.1 Introduction

This section summarises the findings of the evaluation in relation, in particular, to overarching stakeholder engagement objective (i): to provide information and data for the risk assessment. This includes information about non-climate considerations that influence decision-making, as well as information specifically about climate impacts.

This section draws in particular on the evaluation interviews and the workshop for members of the contractors' team, held on 8 March 2012. The analysis explores and discusses the extent to which stakeholders felt the engagement process was successful in providing appropriate information for the CCRA; the extent to which they felt that they had opportunities to share their particular knowledge and expertise; and if this information was then reflected in the CCRA.

4.2 Analysis

4.2.1 Involvement of the right range and mix of stakeholders

The general view expressed by interviewees was that the range and mix of stakeholders was "about right". Lead authors of different parts of the CCRA report, including the Sector Champions, felt that there had been wide involvement and that many people had a chance to express their views. Some felt that the process had brought in some "new and unknown" stakeholders, with their different perspectives.

However there were some specific concerns raised about the apparent omission of some types of stakeholder, or the over-representation of others.

One specific recommendation made was that the Business, Industry & Services sector could have been more involved. Rather than being considered as a "silo", this sector could have been integrated across all sectors, given the critical need to engage with and bring the business community on board. This point was reflected in the March 2012 workshop for members of the contractors' team, where it was suggested that the reason why it had not been possible to organise a Business, Industry & Services sector workshop may have been due to the wide diversity and interests encompassed by this sector.

More generally, a number of interviewees felt that there could have been more cross-sectoral working. For example in relation to the Biodiversity & Ecosystem Services sector, it was expressed that this should very much have been a cross-sectoral issue to ensure a more complete range of stakeholders were involved in discussions.

The restricted timescales for engagement were seen as a potential impediment to effectively identifying and engaging with all potentially relevant stakeholders. More time and flexibility to include new stakeholders as they are identified during the process was suggested as a learning point. One sector stakeholder felt the lists of participants were agreed early on and then "fixed", with limited effort made to expand the lists if new stakeholders emerged. This comment perhaps reflects that the sectors only met

once, which limited opportunities to modify or expand stakeholder lists. Another stakeholder suggested that earlier engagement could be valuable in the next CCRA process, to identify the appropriate range of stakeholders and build a sense of engagement “momentum”.

In the case of the Devolved Administrations, while there was an effort to involve stakeholders in the Sector workshops, it was felt that the process to identify and involve the right people representing Devolved Administration interests happened “too late”. The same point was noted by some Sector Champions who said that it had not been clear how stakeholders from the Devolved Administrations fed into the sector work.

Similarly some contractors’ team members at the March 2012 workshop felt that the Sector and Devolved Administration workshops had not necessarily been able to provide a comprehensive review of stakeholder positions, perhaps due to the groups being too small, or because stakeholders involved were relatively new to the subject area.

Reflecting on specific types of event and sector workshops:

- In the Built Environment sector, it was noted that it could have been beneficial to have more representation from builders and construction experts (for example the British Property Federation, CIRIA, Home Builders Federation) as well as local government (for example spatial planners and local planning practitioners / councillors).
- In the Marine & Fisheries sector it was noted that stakeholders with a specific area of knowledge and expertise (e.g. ports) were expected to be able to cover other issues outside their area: insufficient expertise in other areas of interest meant that there was a lack of “critical mass” of knowledge in relation to many specific issues. It was also suggested that greater academic involvement would have been beneficial.
- In the Transport sector there was felt to be a predominance of road and rail expertise, but much more limited engagement from ports, shipping and aviation experts.

4.2.2 Opportunities to express views and knowledge

Overall the design and running of the stakeholder engagement activities were felt to provide ample opportunity for stakeholders to express their views and share their expertise. The Sector workshops were felt to be well managed, organised and to have an excellent level of “interactive” engagement, with plenty of opportunities to exchange ideas and influence discussions. One stakeholder expressed that even on having to leave a workshop early, they were provided with an opportunity to note down any outstanding issues or views they had, which was greatly appreciated.

Some sector stakeholders said that while there were good opportunities to express views and share knowledge, this should be seen in the context of the significant time constraints of only one workshop being held in each sector, which it was felt limited the ability to cover everything that could have been of value.

A further issue raised by the interviews related to the methodology for stakeholder input to the risk assessment and prioritisation. The post-it style voting for priorities was felt by many to be effective and transparent, but some participants were concerned that this meant that risks were prioritised by stakeholders lacking ‘true’ expertise in a specific issue and that some less-important risks were being prioritised, while some important risks “fell between the gaps”. As stakeholders were not involved in any follow-up after the workshop, they were not able to see how the workshop results were

used and interpreted or understand the moderating role of sector specialists in the final selection process.

4.2.3 Extent to which views and knowledge were reflected in CCRA

Team members identified a number of ways in which the views and knowledge of stakeholders had contributed to the CCRA process, for example:

- providing information not otherwise available (e.g. from unpublished research on transport);
- “providing a reality check” on certain issues;
- changing the direction of work in particular sectors (e.g. Biodiversity & Ecosystem Services).

Over half of the stakeholders interviewed expressed that, in general, the views and knowledge provided through the engagement process were reflected in the CCRA, despite the pressures of time and the amount of issues to cover. Some interviewees felt that inputs from other sources, particularly the review of draft reports by government departments, had been more influential. People who participated in workshops were less clear about how their input had been used than people who had provided comments on draft reports. The latter received a detailed comment log and several interviewees mentioned that this was very helpful.

Some interviewees were dissatisfied with the relationship between the sector reports, and the results that appeared in the Evidence Report³. One interviewee said that the Sector report for their sector reflected the group views and knowledge “perfectly”. However, this interviewee felt there was a ‘disconnect’ between the sector report and the prioritised risks and opportunities presented in the Evidence Report, which, it was argued, did not reflect the full wealth of knowledge and views from the engagement with sectors. This sense of a ‘disconnect’ between the sector workshops and the Evidence Report may reflect the lack of feedback to participants in the sector workshops, particularly on how the sector work was being used later on in the process and the purpose of the final Sector Reports compared to the Evidence Report⁴.

A number of interviewees said that it would have been better to have had more than one, and perhaps as many as three, sector workshops. The interactive nature of workshops was felt to be very positive, although time constraints were seen as a problem, for example in getting to the root of issues: ‘good discussions but not conclusive outcomes’.

Some interviewees commented that there was a limited awareness among sector stakeholders of what was ‘going on’ with the CCRA. While the CCRA newsletter was seen as a good idea, in practice they felt that it was not produced often enough. Indeed, according to the CCRA Communications Plan, the newsletter should have been produced regularly throughout the project, however the contractors faced restrictions on the information they could publish and timing of publication, which meant that in the end only four newsletters were produced.

³ <http://randd.defra.gov.uk/Document.aspx?Document=TheUKCCRA2012EvidenceReport.pdf>

⁴ The Sector Reports provide the full details of the analysis for the sector with more in depth and technical discussion of issues. The Evidence Report provides a balanced overview of the findings for all sectors, which, due to the size of the subject matter, cannot cover everything and refers the reader to the Sector Reports for more information.

CCRA lead authors also recognised that there was a problem in only engaging sector stakeholders at the start of the process. The contractors' team collected opinions from sector stakeholders at the Sector workshops. There was then only a limited opportunity for stakeholders to comment online on Sector reports. This meant that the contractors' team did not have the opportunity to discuss conclusions with stakeholders, and equally stakeholders did not have an opportunity to input later on in the analysis of the evidence.

4.2.4 Achievement of Engagement Plan objective (i)

Interviewees were asked to reflect on the extent to which stakeholder activities organised by the contractor contributed to the achievement of objective (i) of the Engagement Plan: to provide information and data for the risk assessment.

The overall view here was that this objective was very well achieved, while recognising that there were some limitations to stakeholder involvement. A number of stakeholders said that they felt they had had opportunities to express and share new information which fed into the CCRA.

The March 2012 workshop for members of the contractors' team explored the question "what did stakeholder engagement contribute to the CCRA" and identified a number of specific areas in which the engagement directly informed the CCRA, for example in relation to the Urban Heat Island effect and rail buckling.

However through the interviews it was also noted that engagement in the stakeholder events organised by the contractor was only one area of involvement for most of those contacted (this reflects the profile of the stakeholders interviewed who were representatives of Devolved Administrations, relevant Government Departments and Defra's 'arms-length' bodies), and that other aspects were at least as, if not more, important as a means of providing information and data for the CCRA.

4.3 Key messages: provision of information and data

Overall the feedback collected during this evaluation indicates that the engagement process was successful in engaging with an appropriate mix and range of stakeholders and enabling them to express their views and share knowledge.

Some interviewees were unclear about the process in which the knowledge and information provided by stakeholders had been used to inform the final CCRA outputs. While the comments log provided a clear audit trail for people reviewing draft reports, the audit trail for those participating in workshops was less clear. It was felt however that in general the Engagement Plan objective (i) to provide information and data for the risk assessment was achieved. Some specific issues and learning points are summarised below:

- More, or better, involvement of the Business, Industry & Services sector should be considered, either including the sector across all other sectors or identifying smarter ways to engage the sector to ensure stakeholders' input.
- A greater degree of cross-sectoral working would benefit the risk assessment and help to identify issues.
- Changes to the planned engagement process leading to a lack of feedback to stakeholders, very limited online engagement and only one workshop in each sector was seen as a major barrier (also linked to ownership and buy-in, see Section 5).

- The voting approach to prioritising risks was seen as democratic and transparent, but some stakeholders expressed concern that such an approach led, in some cases, to risks being prioritised at the workshop based on group perceptions of importance, rather than specific expertise or evidence.
- The lack of follow up for participants in the sector workshops may have led some to see a 'disconnect' between the sector workshops and the final CCRA outputs. Restrictions on information meant that newsletters were less frequent and informative than originally intended; and also that the planned second sector workshops did not happen. Although not expressed explicitly in the interviews this may have led to a lack of transparency in the process.

5 Encouraging a sense of ownership and buy-in to the risk assessment

5.1 Introduction

This section presents the findings of the evaluation in relation in particular to overarching stakeholder engagement objective (ii): to ensure adequate input from and ownership of the risk assessment by all relevant stakeholders. This is explored via the perceived extent of engagement and stakeholders' continuity and feelings related to stakeholder ownership.

This section draws on analysis from the evaluation interviews, the stakeholder events feedback forms and the workshop for members of the contractors' team held on 8 March 2012.

5.2 Analysis

5.2.1 Level and extent of engagement

For those stakeholders who were very engaged in the CCRA process (e.g. involved in many activities and over most or the entire development period) there seems to be a very high degree of ownership.

Engagement was an important factor in creating a sense of ownership and confidence in the results: '*Confidence levels definitely related to level of engagement*'. For instance a number of interviewees felt that a greater sense of ownership could have been created if there had been additional rounds of engagement, such as through further Sector workshops. One interviewee noted that engagement was not felt to be ongoing and thus ownership was not developed. This is relevant to all the stakeholders other than those involved in the CCRA Forum (who potentially attended four workshops over the length of the project) and possibly Devolved Administration stakeholders (who may have attended two events – a meeting and a workshop during 2010).

A further point, which was made during the workshop with contractors' team members held in March 2012, was that greater client (Defra) involvement in workshops could be one relatively simple way to indicate to stakeholders that the process of engagement is important, and valued.

5.2.2 Continuity of engagement

The lack of context and direction around the early engagement activities – i.e. what was their contribution to the whole process – meant that some stakeholders were not clear about how they could engage with and build on the CCRA as it continued to develop.

From the feedback forms it is clear that there is a general high level of enthusiasm on the part of many stakeholders. This is consistent across all the types of workshop and throughout the engagement process:

“A good start to an interesting process that I look forward contributing to (CCRA Forum 1)”

“The structure of the day did produce a large and varied set of opinions from all participants, this was very valuable (Northern Ireland)”.

“Useful learning and opportunity to contribute – thanks (West Midlands)”

The provision of information about the CCRA through the newsletter was seen as “a good idea” but, one interviewee suggested, ‘it could have been used more’. Restrictions imposed by Defra on the information that could be published meant that newsletters were produced less frequently and with less information than the contractors’ team had planned. This made them less effective at keeping the wider stakeholder group informed and involved throughout the development of the CCRA.

5.3 Key messages: ownership and buy-in

Overall the evaluation suggests that the level of engagement (or number of engagement opportunities) influenced stakeholders’ sense of ownership and buy-in to the risk assessment: those stakeholders involved throughout the process and in multiple ways (e.g. in sector and Forum activities and in commenting on drafts of reports) had a much stronger sense of ownership and buy-in than those less engaged or who had fewer engagement opportunities (such as those only involved through one sector workshop).

Some specific issues and learning points are summarised below:

- A greater sense of ownership could have been created if there had been additional rounds of engagement or a more continuous engagement process, such as through further sector workshops or regular updates through a stakeholder newsletter (as originally planned).
- Providing stakeholders with more information on how their views and knowledge were included in the final CCRA outputs might have improved the sense of ownership in the case of people who were only involved in one engagement event.

6 Stakeholder experience of engagement

6.1 Introduction

This section considers the stakeholder experience of the various engagement activities, particularly the stakeholder workshops and meetings (Forum, Sector and Devolved Administration). The constituent elements of experience are felt to be the perceived value of the engagement to stakeholders and their assessment of the organisation, facilitation and information provision.

The main information source for this section was the feedback forms from the stakeholder events with responses from the evaluation interviews included where appropriate. Further outcomes from the analysis of the feedback forms have been included in Appendix 2.

6.2 Analysis

6.2.1 Overall Value

Responses from the feedback forms were overwhelmingly positive as shown in Figure 6.1 with only 1 respondent out of 337 indicating that the workshops were “not valuable” and 96% indicating that the events were “somewhat valuable” to “very valuable” (giving scores of 3 to 6). The perceived value of the workshops was lowest for the sector workshops, with only 34.65% of respondents giving scores of 5 or 6 (compared to 61%, 50% and 58% for the other events). From an analysis of relevant comments, a significant issue seems to have been a lack of clarity about how the workshops would contribute to the overall risk assessment:

“[It was] difficult to get a clear understanding of what we (the sectors) could contribute (Built Environment)”

“[It was] probably more valuable to the team than the participants (Floods & Coastal Erosion)”.

Some participants felt that that issues and problems were not addressed in enough detail but rather highlighted for the project team to consider, e.g. there was “*not enough time or scope to engage in individual subjects (Agriculture)*”. There were also concerns about the significant number of issues being discussed. In some sectors, such as Biodiversity & Ecosystem Services, it was felt that there was a lack of a clear structure or a framework for within the workshop.

Despite these experiences the Sector workshops were generally felt to be valuable. It is also worth noting that the Sector workshops were held in May 2010, relatively early on in the assessment process. Later engagement activities were generally assessed more positively:

“A well run day – great to be able to participate (North East, January 2011)”

“Excellent networking as always and a very well ordered meeting (CCRA Forum 3, January 2011)”.

One interviewee said that they found the both the Sector and Forum workshops “wonderful”, “very productive”, and “provided a great opportunity for all participants to have a voice”.

Overall, the interview responses and other comments indicate that the main perceived value of the workshops was as:

- An effective way of keeping abreast of developments within adaptation (contributing to improved adaptive capacity within organisations);
- An opportunity to raise awareness of specific issues to other stakeholders and to Defra;
- Useful chance to network; and
- An opportunity to influence what was felt to be an important piece of work.

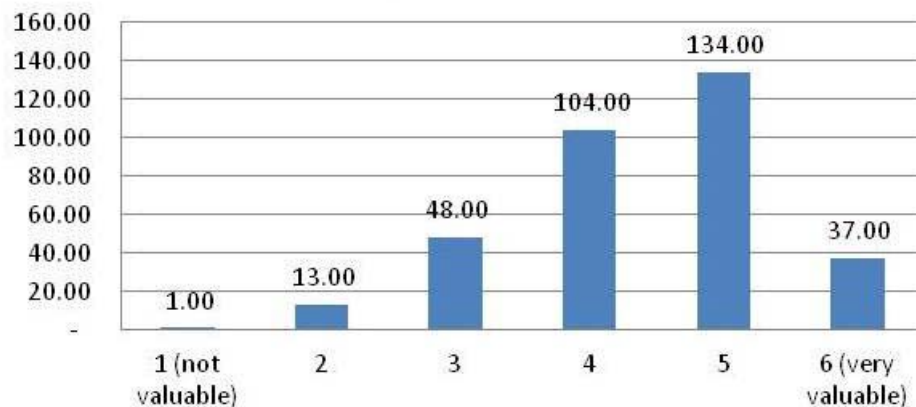


Figure 6.1 Cumulative score for all CCRA events – Question 1 - How valuable overall did you find this workshop?

6.2.2 Clarity of purpose and the provision of information to participants

Discussions with interviewees indicated that a number of the stakeholders were very familiar with what was expected of them, but that this tended to stem from their previous involvement, or their knowledge of the process and/or climate change as a topic area – for instance many were involved with planning the CCRA or being the primary point of contact for their organisations.

Beyond this core group there were concerns from stakeholders about the challenge of making sense of technical information and providing feedback. Some stakeholders felt that materials for the workshops had been sent out too late to be assimilated. This meant that stakeholders were less familiar with what was expected than they could have been. The technical nature of some of these materials was also commented upon with certain interviewees suggesting that some stakeholders were not able to understand many of these materials – “the initial stage of engagement required people to act like techies”. However the opposite view, that the information was too basic to be of interest for some of the potential participants, was also expressed. One comment that encapsulates this contradiction was that “the materials alternated between being too technical to read and being too bland”. This is perhaps to be expected considering

the topic and the breadth of stakeholders who were engaged with and may indicate the need for more targeted information provision.

Some participants also felt that there had been insufficient time within the workshops to digest the materials presented. However the introductory talks in the workshops were considered to be useful in setting the scene and addressing this lack of familiarity with the materials and topics to some extent.

As the risk assessment progressed, there were restrictions on the type of information that could be shared. Illustrations based on real results were presented in some workshops (e.g. the CCRA Forum) but participants were asked not to share these more widely. This seems to have been generally understood and accepted. Interviewees from other Government departments who had had the opportunity to comment on drafts of reports expressed some concern that limiting access to the review process (e.g. by the use of passwords) precluded engagement with other stakeholders who may have been initially overlooked when the original lists of who could access documents was drawn up. This resulted in key stakeholders not being able to provide input to materials until later stages or at all.

6.2.3 How events were designed and organised

Feedback from the workshops was largely positive regarding the design and organisation with 145 (44.7%) respondents providing very high feedback (scores of 5 or 6) and only 1 respondent giving a score of 1 (not very valuable) – see Figure 6.2. However of the four questions assessed on this scale (from 1 – 6) the question relating to the design and organisation of the events had on average the lowest score across all the different events – i.e. the design and organisation was felt to be less good than the other elements. Feedback responses were lowest from the Sector workshops with 30.7% of respondents giving scores of 5 or 6 (compared to 49.5%, 53% and 49.5% for the other events).

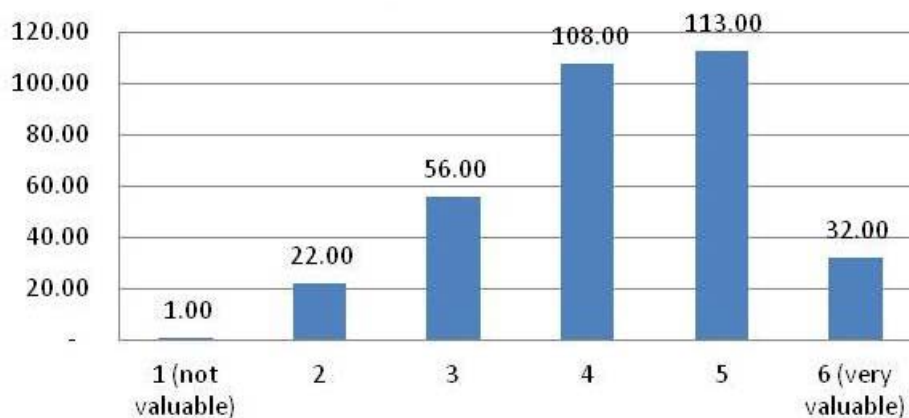


Figure 6.2 Cumulative score all CCRA events - Question 3 - How well did the workshop format enable you to address the issues

Within this generally good response there are mixed messages with a number of respondents saying that they felt the workshops were well run and useful:

“Really well run workshop...thank you (Transport, May 2010)”

“I found this very interesting...very informative (Built Environment, May 2010)”.

“A well run day – great to be able to participate (North East, December 2010)”

“useful learning and opportunity to contribute – thanks (West Midlands, December 2010)”

However others were less positive:

“very disjointed and confused. Lacked direction / objectives (Agriculture, May 2010)”.

This perhaps reflects differences across the workshops and across different stakeholder groups.

In some of the regional workshops, respondents indicated that there had been insufficient time to complete the objectives:

“workshop too hurried. Need more explanation at start for those not aware of CC adaptation in detail (South East, January 2011)”

“(more time was required for) all the exercises (East of England, November 2010)”.

On this point, there was a range of responses, with some participants suggesting that more time could have been spent on introducing the CCRA and basic terminology, while others wished to spend less time on these introductory aspects. This reflects the challenge of designing activities involving participants from a wide variety of backgrounds and different levels of familiarity with the topic.

It is interesting to note that some feedback is clearly event-specific. For example, the same workshop was run in each of the Devolved Administrations in September 2010, but the feedback from participants reveals different perceptions of the programme:

- a lot of the Scottish respondents wanting to spend less time on the post it note exercise to identify the main issues for the country, perhaps because they felt this had been covered in other events;
- the question of timing was considered important and well-handled in Northern Ireland: *“well timed”, “timescales were about right”*.

6.2.4 Effectiveness of facilitators

The feedback regarding the facilitators was very positive with responses to question 4 scoring the highest of all the four questions across all events. In total 73.8% of respondents gave scores of 5 or 6 with very few giving very low scores – see Figure 6.3. Feedback was lowest for the Sector workshops where 57% of respondents gave scores of 5 or 6 (compared to 79%, 71% and 87% for the other events). There were limited specific comments on the facilitators but those given were positive, for example: *“a good day I thought, with a positive response, well handled by the facilitators (Scotland)”*

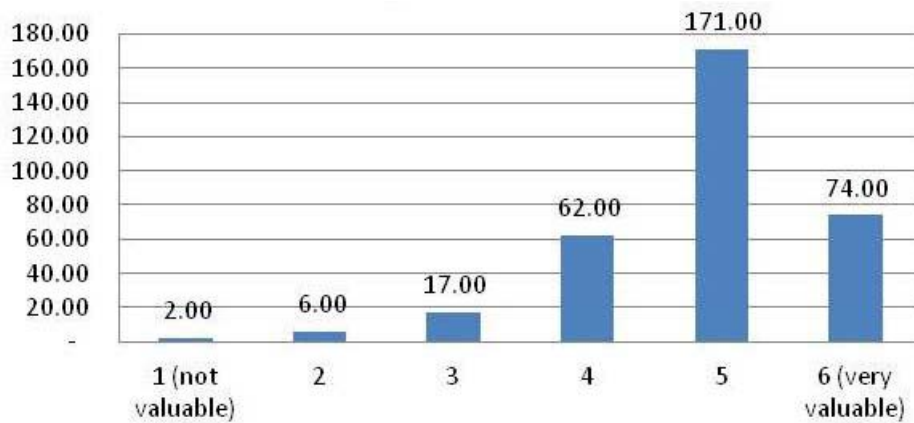


Figure 6.3 Cumulative score all CCRA events - Question 4 - How effective were the facilitators?

6.3 Key messages: stakeholder experience of engagement

The overarching message apparent from the feedback provided following workshops and meetings and the evaluation is that stakeholders found the engagement events valuable, well organised and successful as a means to learn about the CCRA and share and exchange knowledge, although the Sector workshops were ranked less highly by stakeholders than the CCRA Forum, Devolved Administration and regional events. This perhaps reflects some of the concerns raised in Sections 4 and 5 relating to time constraints, continuity (and feedback) and a potential ‘disconnect’ between the sectors and the final CCRA outputs. Some specific issues and learning points are summarised below:

- Stakeholders had / have very different levels of knowledge and familiarity with climate change and the CCRA, which meant that some were very comfortable and clear with their role and what was expected, while others were less so. Developing engagement materials which are able to provide sufficient information for those who need it, while not overburdening those already familiar, may improve stakeholder experiences in future.
- Limited access to draft materials and reports (as documents protected by passwords etc.) was perceived as a barrier to the involvement of stakeholders who could not attend specific events, or who were overlooked in original stakeholder lists.
- Although the majority of feedback on the design and organisation of events was positive, specific concerns were raised about limited time allowed (both before and during events). Holding more than one workshop in each sector (as originally planned) may be a useful way of reducing concerns about timescales and opportunities to contribute.

7 Lessons learnt and recommendations

7.1 Lessons learnt from the CCRA stakeholder engagement process

The evaluation of stakeholder engagement in the CCRA explored the experiences of stakeholders in engagement events and activities organised by the contractors' team. Overall the self-reported experience of stakeholders was that engagement during the CCRA was very positive, valuable and successful.

The Stakeholder Engagement Plan is judged to have achieved its overarching objectives, although objective (i) related to information and data for the risk assessment was felt to have been better met than objective (ii) relating to ownership and buy-in from relevant stakeholders.

One reason why the process was perceived to have been less successful in generating ownership and buy –in may be that some stakeholders felt that the process was rather 'disjointed', particularly pointing to the desire to have had **more than one workshop in each sector**, and to have **better and more regular feedback to stakeholders on the CCRA process**. It is worth noting that the original Engagement Plan envisaged two workshops in each sector, as well as a regular newsletter for stakeholders.

In addition to the potential need for more consistent and continuous engagement, engagement planning for the second CCRA may need to better understand the levels of knowledge and experience among different stakeholders. Stakeholders had very different levels of awareness of climate change impacts and of the CCRA. Those with less knowledge and awareness are likely to need additional information prior to and during events. There is also a need to ensure that the tasks stakeholders asked to contribute to match their experience. While the contractors' team valued the inclusion of 'new' and 'unknown' stakeholders, who could bring in perspectives that had not previously been considered, there was also a concern, particularly among more expert participants, about some tasks. The **post-it voting approach** to prioritising risks, for example, was seen as democratic and transparent, but some stakeholders expressed concern that such an approach **may have led, in some cases, to risks being prioritised based on group perceptions of importance, rather than specific expertise or evidence**.

The analysis of feedback forms (see Section 6) in particular suggests that **there are broadly two key groups of stakeholders: core (or expert) and periphery**. Core stakeholders were heavily involved in planning and the primary point of contact for their organisation. These stakeholders appear to be very engaged and have a high level of ownership. Periphery stakeholders were involved in only one or at most two activities and seem to have had a much lower level of awareness of the CCRA and related issues. Finding ways of keeping this second group engaged and able to contribute at relevant points is a challenge to be addressed. There is a need to **engage with certain sectors (e.g. Business, Industry & Services) very early in the process, and perhaps in different ways**, to ensure that they input, become engaged in and have a sense of ownership.

A number of stakeholders expressed the view that **many issues could have been more appropriately addressed and considered as cross-sectoral** as they were

considered by sector stakeholders to fall into more than one, and sometimes many, of the sector categories. One possibility here is to consider engagement around themes, as well as sectors to provide opportunities for cross-fertilisation of ideas and sharing of knowledge and information across and between sectors.

Online engagement was seen as a missed opportunity. Delay in getting agreement over the purpose and format for online engagement meant that this did not start until late in the process and it was not provided in the way planned. The use of hidden pages with password protected files for download cannot be considered an effective and inclusive approach to online engagement.

7.2 Recommendations

Drawing on the evaluation feedback received, as well as the outcomes of the workshop for members of the contractors' team held in March 2012, a number of specific recommendations are set out below for ways in which stakeholder engagement, and the manner in which stakeholders contribute to the CCRA could be improved in the development of the next CCRA, or other engagement processes:

- Be realistic and pragmatic about the scale of the stakeholder engagement that will be undertaken. Although it is important to aspire for as wide a stakeholder group as possible, be clear at the start about the reasons for involving different types of stakeholder, the resources and time required and what they will be able to contribute, as managing stakeholder expectations can become difficult.
- Generally, the second CCRA process should aim to be more open, especially during the latter stages of the project. One specific suggestion is to make documents more widely and easily available to stakeholders during the project. However, measures would have to be put in place to manage the review and provide clarity about how documents have been updated in response.
- Ensure that engagement is, as far as possible, a continuous process, with a logical progression through a series of events, providing stakeholders with opportunities to input throughout. Specifically more than one workshop is recommended in each sector, with additional workshops perhaps adding value by exploring specific themes.
- There is a need to develop 'smarter' ways of working and communicating with stakeholders, encouraging their input across sectors rather than in specific 'silos'; this is particularly the case for certain areas, such as the Business, Industry & Services and Biodiversity & Ecosystem Services sectors.
- Better and more consistent feedback from the project team should be provided to stakeholders. This may be a key factor in encouraging ownership and buy-in and will demonstrate to stakeholders that their views and knowledge are valued. Greater involvement in workshops on the part of the client could also be one relatively simple way to indicate to stakeholders that their views are valued.

Appendices

Appendix 1: List of participants by stakeholder engagement event

CCRA Forum 1

List of Participants

Name	Organisation
Swenja Surminski	Association of British Insurers
Andrew Gregory	Cabinet Office
Simon Mills	City of London
Tim Daley	Climate Change North West
Adrian Hilton	Climate North East
Kristen Guida	Climate South East
Rachel Fisher	Commission for Architecture and the Built Environment (CABE)
Chris Home	Department of Health
Michael McCallion	Department of the Environment Northern Ireland
Geoff Richards	Department of Transport
Mike Peverill	East Midlands Climate Change Partnership
Chloe Nicholson	East Midlands Development Agency
Carly Leonard	East of England Climate Change Partnership
David Webb	East of England Development Agency
David Whensley	Energy Networks Association
Robyn Pender	English Heritage
Peter Tangney	Environment Agency
Sital Nana	Government Office for London
Mark Leetion	Government Office North East
Barry Gribbin	Government Office North West
Tony Crompton	Government Office West Midlands
Bryan Boulton	Hampshire County Council
Ben Allen	National Trust
Nicholas MacGregor	Natural England
John Dora	Network Rail
Nigel Baker	Network Rail (observer)
Dan Griffiths	North West Development Agency
Ben Cottam	Royal College of Physicians
Mark Langdon	Royal College of Physicians
Julian Holbrook	Scotland Climate Impacts Partnership
Jody Fleck	Scottish Government
Jorn Peters	South East England Partnership Board
Jonet Waldock	South West Regional Development Agency
Alice Hood	Trades Union Congress
Alastair Brown	UKCIP
Bruce Horton	Water UK
Julie Fay	West Midlands Climate Change Partnership
Heather Lammas	Worcestershire County Council
Angela Currie	WRVS

CCRA Forum 2

List of Participants

First name	Surname	Organisation
Carly	Leonard	Climate East
Paul	Needham	Climate North West
Kristen	Guida	Climate South East
Rachel	Fisher	Commission for Architecture and the Built Environment
Robert	McCall	Countryside Council for Wales
Chris	Holme	Department of Health
Michael	McCallion	Dept of Environment Northern Ireland
Mike	Peverill	East Midlands - Regional Climate Change Partnership
Alex	Hopkinson	East Midlands Councils
Chloe	Nicholson	East Midlands Development Agency
Robyn	Pender	English Heritage
Peter	Tangney	Environment Agency
Andy	Ewens	Gloucestershire Constabulary
Sital	Nana	GO London
Barrie	Gribben	GO North West
Rebecca	Gill	GO West Midlands
Tim	Godson	GO Yorkshire & Humber
Bryan	Boult	Hampshire County Council
Nicholas	MacGregor	Natural England
John	Dora	Network Rail
Robert	Bellamy	Norfolk County Council
Adrian	Hilton	North East Climate Change Partnership
Julian	Holbrook	Scotland Climate Change Impacts Partnership
Jody	Fleck	Scottish Government
Greg	Pitt	South East England Partnership Board
Alex	Webb	South West Climate Change Impacts Partnership
Alice	Hood	Trades Union Congress
Alistair	Brown	UKCIP
Peter	Jones	Wales Environment Link
Craig	Mitchell	Welsh Local Government Association
Shelly	Beckett	West Midlands Climate Change Partnership
Julie	Fay	West Midlands Climate Change Partnership
Heather	Lammas	Worcestershire County Council
Angela	Currie	WRVS

CCRA Forum 3

List of Participants

First name	Surname	Organisation
Andrew	Brown	Anglian Water Services Ltd
Carly	Leonard	Climate East
Karen	Staples	Climate East
Adrian	Hilton	Climate North East
Kristen	Guida	Climate South East
Carol	Magras	Climate South East
Clive	Walmsley	Countryside Council for Wales
Michael	McCallion	Department for the Environment, Northern Ireland
Michelle	Witton-Smith	Department for Transport
Philip	Ashcroft	Department of Health
Agatha	Ferrao	Department of Health
Lucy	Saunders	Department of Health
Alex	Hopkinson	East Midlands Climate Change Partnership
David	Whensley	Energy Networks Association
Robyn	Pender	English Heritage
Peter	Tangney	Environment Agency
Andy	Ewens	Gloucestershire Constabulary
Tim	Godson	Government Office Yorkshire & The Humber
Bryan	Boult	Hampshire County Council

First name	Surname	Organisation
Juliet	Staples	Liverpool City Council
Juliette	Daniels	London Climate Change Partnership
Ceris	Jones	National Farmers Union
Richard	Gosling	Scottish Environmental Protection Agency
Patrick	Pringle	UK Climate Impacts Partnership
Julie	Fay	West Midlands Climate Change Partnership
Heather	Lammas	Worcestershire County Council
Angela	Currie	WRVS

CCRA Forum 4

List of Participants

First name	Surname	Organisation
Alison	Crompton	AECOM
Matt	Cullen	Association of British Insurers
Andy	Limbrick	Association of Electricity Producers
Andy	Dengel	BRE
Colin	Pearson	BSRIA
Catherine	Max	Catherine Max Consulting
Simon	Mills	City of London Corporation
Geoff	Darch	CIWEM
Jon	Clubb	Climate Change Partnership for Yorkshire and Humber
Kristen	Guida	Climate South East
Hilary	Gooch	Cornwall Council
Derek	Holliday	Country Land & Business Association
Jean	Venables	Crane Environmental
Alex	Hopkinson	East Midlands Climate Change Partnership
David	Webb	East of England CCP
Robyn	Pender	English Heritage
Charlie	Corbishley	Environment Agency
Michael	Lord	Environment Agency
Andy	Ewens	Gloucestershire Constabulary
Alex	Nickson	Greater London Authority
Chitra	Natarajah	Hampshire County Council
Donna	Worship	Leicestershire County Council
Juliet	Staples	Liverpool City Council
Andrew	Watkinson	Living with Environmental Change Programme
John	Rees	NERC
John	Dora	Network Rail
Claire	Walsh	Newcastle City Council
Yvonne	Huebner	Newcastle University
David	Ashworth	Norfolk Fire and Rescue Service
Olly	Watts	RSPB
Richard	Gosling	Scottish Environmental Protection Agency
Russell	Avery	Sea Web
Helen	Woolston	Transport for London
Alan	Wilson	Waitrose
Phil	West	Western Power Distribution
Katherine	Hawkins	Wildlife Trusts
Tricia	Holly-Davis	Willis RE
Heather	Lammas	Worcestershire County Council
Angela	Currie	WRVS

Sector Workshop – Agriculture

List of Participants

Name	Organisation
Tim Papworth	BAWAG + LF Papworth Ltd
Keith Weatherhead	Cranfield University
J Knox	Cranfield University
Peter Scott	DARD N.Ireland
Michael Stubbs	East Midlands Development Agency
Gordon Davies	Environment Agency
Lindsay Hargreaves	Farmer
Ed Moorehouse	G's Marketing
Paul Hammett	NFU
Ceris Jones	NFU Climate Change Advisor
Mike Storey	Potato Council
Eileen Wall	Scottish Agricultural College
Cecile Smith	Scottish Natural Heritage
Melvyn Kay	UK Irrigation Association
Dewi Jones	Welsh Assembly

Sector Workshop – Biodiversity & Ecosystem Services

List of Participants

Name	Organisation
Mike Harley	AEA
James Pearce-Higgins	British Trust for Ornithology
Clive Walmsley	Countryside Council for Wales
Fiona Mulholland	Dept of the Environment – Northern Ireland
Michael Graham	English National Park Authorities Association
Mark Diamond	Environment Agency
Pamela Berry	Environmental Change Institute, University of Oxford
Tim Ashelford	Government Office for Yorkshire and the Humber
Deborah Proctor	Joint Nature Conservation Centre
Humphrey Crick	Natural England
Alice Hardiman	RSPB
Chris Spray	Scottish Alliance for Geosciences, Environment and Society (SAGES)
Mary Christie	Scottish Natural Heritage
Willie Duncan	SEPA
Brian Huntley	University of Durham

Sector Workshop – Built Environment

List of Participants

Name	Organisation
Swenja Surminski	Association of British Insurers
John Newman	BIS
Rachel Fisher	CABE
Ben Kidd	CIRIA
Emily Hay	CLG
Guy Battle	dcarbon8
Robyn Pender	English Heritage
Andrew Coleman	Environment Agency
Jo Hughes	Environment Agency
Louise Clancy	GLA
Mark Phillipson	Glasgow Caledonian University
Chitra Nadarajah	Hampshire County Council
Sue Roaf	Heriot Watt, Edinburgh
Moses Jenkins	Historic Scotland
Rachel Haynes	NUT

Name	Organisation
Phil Sivell	Phil Sivell Consulting
Caroline Wilson	Reliance Facilities Management
Bill Gething	Royal Institution of British Architects
Paul Tomlinson	RTPI
Gerry Metcalf	UKCIP

Sector Workshop – Energy

List of Participants

Name	Organisation
Huw Crocombe	Association of Independent Gas Transporters
Jonathan Rhodes	E.ON
Alex Morell	EDF Energy
David Whensley	Energy Networks Association
Phil McFarlane	Energy North West
Michael Lord	Environment Agency
Shanti Majithia	National Grid
Simon Stonehouse	Natural England
Duncan Lawton	Northern Gas
Ugo Gasparino	RWEpower
Richard King	Scotia Gas Networks
David Robson	Scottish Government
David McMenemy	Scottish Power Energy Networks
Oliver Lancaster	Wales and West Utilities
Ben Morgan	Wales and West Utilities
Phil West	Western Power Distribution

Sector Workshop – Floods and Coastal Erosion

List of Participants

Name	Organisation
Tim Reeder	Environment Agency
Richard Kellagher	HR Wallingford
Edmund Penning – Rowsell	Middlesex Flood Hazard Research Centre
Chris Digman	MWH Global
Jenny Bashford	National Farmers Union
Jon Curson	Natural England
Simon Duffield	Natural England
Colin Thorne	Nottingham University
Brian Doyle	Rivers Agency, Northern Ireland
Mike Walkden	Royal Haskoning
Sarah Oppenheimer	RSPB
John Harthman	South Yorkshire Fire and Rescue
Alan Werritty	University of Dundee
Peter Jones	Welsh Assembly Government
Paul Holtan	

Sector Workshop – Health

List of Participants

Name	Organisation
George Roycroft	British Medical Association
Bob Mayho	Chartered Institute of Environment and Health
Louise Newport	Department of Health
Chris Holme	Department of Health
Damien Basher	Department of Health
Elsbeth Lee	Department of Health, Regional Public Health Group- London
Nigel McMahon	Department of Health, Social Services and Public Safety Northern Ireland
Seamus Camplisson	Department of Health, Social Services and Public Safety (Northern Ireland)
Dan Shears	GNB
Vicky Beechey	Hampshire County Council
Clare Heaviside	Health Protection Agency
Delphine Grynszpan	Health Protection Agency
Sotiris Vardoulakis	London School of Hygiene & Tropical Medicine / Health Protection Agency
Dave Stone	Natural England
Kimberley Cann	Public Health Wales CDSC
Joyce Whitock	Scottish Government
Lynn Gibbons	Sustainability South West
Chris West	UKCIP

Sector Workshop – Marine & Fisheries

List of Participants

Name	Organisation
Tom Jeynes	ABP
Adam Mellor	AFBINI
Kirsten Ramsay	CCW
John Pinnegar	Cefas
Paul Buckley	Cefas
Katherine Kennedy	Cefas
Philip Stamp	Defra
Jackie Maud	Environment Agency
Vaughan Pomeroy	Lloyds Register
Martyn Cox	Marine Scotland – Marine Planning and Policy
Dale Rodmell	National Federation of Fishermen's Organisations
Rob Enever	Natural England
John Huthance	NOCL
Euan Dunn	RSPB
David Jarrad	Shellfish Association of Great Britain
Ray Wells	Statoil
Kate Lonsdale	UKCIP
Michael Jones	Welsh Assembly Government - Fisheries
Katherine Raymond	Welsh Assembly Government – Technical division

Sector Workshop – Transport

List of Participants

Name	Organisation
Dr Graham Earl	BAA
Steve Agg FCILT	Chartered Institute for Logistics and Transport
Michelle Witton-Smith	Department for Transport
Dan Shears	GMB
Dean Kerwick-Chrisp	Highways Agency
Gary Wilson	Hutchison Ports UK
Steve Spender	Institute Of Highway Engineers
Kathleen Covill	Natural England
John Dora	Network Rail Infrastructure Limited
Peter Cullum	Road Haulage Association
Helen Woolston	Transport for London inc. London Underground
Jacquie Berry	Transport Research Laboratories
Alice Hood	TUC

Sector Workshop – Water

List of Participants

Name	Organisation
Nick Reynard	CEH
Caroline Whalley	Defra
Glenn Watts	Environment Agency
Liz Price	Environment Agency
Tony Warn	Environment Agency
Howard Perry	Ofwat
Jonathan Eddleston	Ofwat
Phil Burston	Royal Society for the Protection of Birds (RSPB)
Richard Gosling	Scottish Environment Protection Agency
Emma Hill	Severn Trent Water
Neil Whiter	South West Water
Keith Colquhoun	Thames Water
Alexander Rodriguez-Melo	Water Industry Commission for Scotland
Olwen Minney	Welsh Assembly Government
Dusitaporn Thomas	Welsh Water
Miranda Foster	Yorkshire Water

Devolved Administration Workshop Northern Ireland March 2010

List of Participants

First Name	Last Name	Organisation
Walter	Crozier	AFBI
Joan	McCaffrey	CEHOG
Raymond	Smyth	CEHOG
Brian	Doyle	DARD
Peter	Scott	DARD
Damian	Brady	DCAL
Dan	Sinton	DETI
Michael	Bradley	DFP
Martyn	Scott	DFP
Nigel	McMahon	DHSSPS NI
Keith	Miller	DHSSPSNI
Brendan	Forde	DOE
Anne	Lockwood	DOE
Michael	McCallion	DOE
Roger	Holland	DRD

First Name	Last Name	Organisation
John	Irvine	DRD
Emer	Murnaghan	Institute of Civil Engineers
Michael	Kelly	NI Water
Karen	Smyth	NILGA
Neil	McCulloch	Northern Ireland Environment Agency
David	McCann	Northern Ireland Environment Link
Irene	McGee	SNIFFER
Patricia	Mackey	Sustainable NI
Aileen	Lawson	Ulster Farmers Union

Devolved Administration Workshop Scotland March 2010

List of Participants

First Name	Last Name	Organisation
Gordon	Roger	Clackmannanshire Council
Victoria	Colling	Edinburgh Airport
Ms	Subhani	Edinburgh University
Brenda	Roddy	Falkirk Council
Alan	Rodger	Falkirk Council
Nick	Barron	Fife Council
Stewart	Cahill	First Scotrail
Gil	Morgan	Glasgow City Council
John	Dunlop	Health Facilities Scotland
Matthew	Bird	Historic Scotland
Lisa	Duggan	Loch Lomond and the Trossachs National Park Authority
Iain	Brown	Macaulay Institute
Graham	Esson	Perth & Kinross Council
John	Sheridan	Quarry Products Association (Scotland)
Jan	Webb	Royal Society of Edinburgh
Charles	Strang	RTPI
Eileen	Wall	SAC
Andy	Kerr	SAGES, University of Edinburgh
Anna	Beswick	SCCIP
Lorraine	FitzGerald	SCCIP
Julian	Holbrook	SCCIP
Neil	Kitching	Scottish Enterprise
Nick	Brown	Scottish Government
Debi	Garft	Scottish Government
Gareth	Heavisides	Scottish Government
Daniel	Hinze	Scottish Government
Allen	Hughes	Scottish Government
Nigel	Robinson	Scottish Government
Anita	Wreford	Scottish Government
Martyn	Cox	Scottish Government, Marine Scotland
Mary	Christie	Scottish Natural Heritage
Johann	MacDougall	Scottish Resilience
Owen	Bramwell	Scottish Water
Keith	Philips	Scottish Water
Mark	Williams	Scottish Water
Mark	Hallard	SEPA
Janet	Moxley	SEPA
Peter	Singleton	SEPA
Rebecca	Walker	SEPA
Lorna	Jarvie	South Lanarkshire Council
Phil	Matthews	Sustainable Development Commission Scotland
Morag	Garden	SWA
Andrew	Fairbairn	Woodland Trust Scotland

Devolved Administration Workshop Northern Ireland September 2010

List of Participants

Name	Organisation
Peter Christie	AFBI
Walter Crozier	AFBI
Adam Mellor	AFBNI
Richard Burnett	ARC21
Clive Kyle	Ballymena Council
Raymond Smyth	CEHOG
Gary Macfarlane	CIEH
Dr Tony Bazley	CNCC
Brian Doyle	DARD
Sinclair Mayne	DARD
Fraser Menzies	DARD
Stuart Morwood	DARD
Peter Scott	DARD
Dan Sinton	DETI
Seamus Camplisson	DHSSPS
Nigel McMahon	DHSSPSNI
Keith Miller	DHSSPSNI
Dave Foster	DOE
Ivan Gregg	DOE
Michael McCallion	DOE
Brian Williams	DOE Built Heritage
Stephen Bradshaw	DRD
Graeme Brown	DRD
Roger Holland	DRD
Simon Richardson	DRD
Emer Murnaghan	ICE
Teresa Lavin	NI Climate Change & Health Working group
Paddy Brow	NI Water
Alvin Wilson	NIEA
Pat Corker	NIEA
Sue Christie	NIEL
Daniel McAlister	QUB
Stephen McCabe	QUB
Julian Holbrook	SCCIP
Irene McGee	SNIFFER
Gerry Metcalf	UKCIP
Dr Lucinda Blakiston Houston	Ulster Wildlife Trust

Devolved Administration Workshop Scotland September 2010

List of Participants

First Name	Last Name	Organisation
Andrew	Dlugolecki	Committee on Climate Change - Adaptation Sub-committee
George	Eckton	Convention of Scottish Local Authorities (CoSLA)
Gillian	Fyfe	Convention of Scottish Local Authorities (CoSLA)
Victoria	Colling	Edinburgh Airport
David	Somervell	Environmental Association for Universities and Colleges
Nichol	Stuart	Fife Council
Simon	Greenstreet	Fisheries Research Services, Marine Laboratory
Sonia	Domingues	Glasgow City Council
Moses	Jenkins	Historic Scotland
Iain	Brown	Macaulay Land Use Research Institute
Martyn	Cox	Marine Scotland
Doug	Flint	NHS National Services Scotland / Health Facilities Scotland
Stuart	Ashworth	Quality Meat Scotland
Jim	Densham	RSPB Scotland

First Name	Last Name	Organisation
Morag	Garden	Scotch Whisky Association
Ewan	Mearns	Scottish Enterprise
Alan	Wells	Scottish Environment LINK
Mark	McLaughlin	Scottish Environment Protection Agency (SEPA)
Hillary	Smithers	Scottish Environment Protection Agency (SEPA)
Bill	Dodds	Scottish Government
Gareth	Heavisides	Scottish Government
Kim	Mack	Scottish Government
Heather	McCabe	Scottish Government
Gillian	Morrison	Scottish Government
Gavin	Peart	Scottish Government
Neil	Ritchie	Scottish Government
Carole	Stewart	Scottish Government
Sally	Thomas	Scottish Government
Joyce	Whytock	Scottish Government
Andrew	Kent	
Mary	Christie	Scottish Natural Heritage (SNH)
Greg	Mudge	Scottish Natural Heritage (SNH)
Marion	Mulholland	Scottish Natural Heritage (SNH)
Carl	Woodman	Scottish Power
Jamie	Smith	Scottish Salmon Producer's Organisation
Mark	Williams	Scottish Water
Darrell	Crothers	SEPA
George	Tarvit	Sustainable Scotland Network (SSN)
Graham	Edmond	Transport Scotland
Roger	Street	UKCIP
David	Tyler	Water Industry Commission for Scotland

Devolved Administration Workshop Wales September 2010

List of Participants

Name	Organisation
Alastair Baglee	Acclimatise
Peter Williams	Caldicot and Wentlooge Levels Internal Drainage Board
Professor Nick Jenkins	Cardiff University
Jim Latham	Countryside Council for Wales
Rob McCall	Countryside Council for Wales
Kirsten Ramsay	Countryside Council for Wales
Clive Walmsley	Countryside Council for Wales
Joyce Pegg	Cwm Taf Health Board
David Proctor	Dow Corning
Tim Masters	Dwr Cymru Welsh Water
Zoe Frogbrook	Environment Agency
Adrian Philpott	Environment Agency
Jim Poole	Environment Agency
Andy Schofield	Environment Agency
Helen Cariss	Forestry Commission Wales
Rhian Nowell-Phillips	FUW
Huw Rhys Thomas	NFU Cymru
Celia Thomas	Pembrokeshire Coast National Park Authority
Huw Brunt	Public Health Wales
Kimberley Cann	Public Health Wales
Mike Simmons	Public Health Wales
James Chambers	Royal Society for Architects in Wales
David Morgan	Royal Institute of Chartered Surveyors
Roisin Willmott	Royal Town Planning Institute
Peter Jones	RSPB
Sue Miles	South West Wales Intergrated Transport Consortium
Chris West	UK Climate Impacts Programme
Ashley Griffiths	Wales & West Utilities
Ben Morgan	Wales & West Utilities
Ronnie Alexander	Welsh Assembly Government

Name	Organisation
Nicola Britton	Welsh Assembly Government
Lucy Corfield	Welsh Assembly Government
Graham Craig	Welsh Assembly Government
Andrew Davies	Welsh Assembly Government
Nicola Edwards	Welsh Assembly Government
Tim Edwards	Welsh Assembly Government
Andy Fraser	Welsh Assembly Government
James Hooker	Welsh Assembly Government
Dewi Jones	Welsh Assembly Government
Olwen Minney	Welsh Assembly Government
Dewi Rowlands	Welsh Assembly Government
Matt Sayer	Welsh Assembly Government
Peter Ashby	Welsh Assembly Government - CADW
Eric Thomas	Welsh Health Estates
Phil West	Western Power Distribution
Craig Mitchell	WLGA
Phil Walton	Wrexham Borough Council

English Area Workshop – East of England

List of Participants

Name	Organisation
Bob Evans	Anglia Ruskin University
Andy Brown	Anglian Water Group
Roy Harold	Asst Chief Fire Officer
Colin J Clements	Border associates
Damian Hemmings	Cambridgeshire County Council Team leader Climate change
David Webb	Climate East
Carly Leonard	Climate East
Karen Staples	Climate East
Mary Edwards	Consultant
Victoria Slingsby	Environment Agency
Jayne Bulman	Essex County Council
Andy Rutson Edwards	Essex county Council
Doug Crawford Brown	Exec Director for 4CMR - Cambridge University
Corinne Meakins	Forestry Commission
Jason Kidman	Forestry Commission
Vanessa Tiling	GO
Jeff Stacey	GO-East Resilience Team
Karen Corkery	Hertfordshire County Council
Trevor Brennan	Luton Borough Council
Stephen Dye	Marine Climate Change Impacts Partnership
Natalie Bennett	Natural England
Paul Hammett	NFU
Esme Holtom	Norfolk County Council Climate Change Officer
Alison Haines	Norfolk Resilience Forum Severe Weather & Climate Change Group
Emma Clarke	PepsiCo
Stuart Arnold	Ramboll
Brian Morgan	SKF - Environmental manager
Matt Hullis	Suffolk County Council
Chrissie Pepper	Sustainability East
Neil Wood	Sustainable Development Unit – NHS
Nigel Brigham	Sustrans
Anthony Footitt	Tyndall Centre
Nina Cunningham	

English Area Workshop – East Midlands

List of Participants

First Name	Last Name	Organisation
Alex	Hopkinson	Climate East Midlands
Mike	Peverill	Climate East Midlands
Chloe	Hardisty (nee Nicholson)	East Midlands Development Agency
Anne	Gayfer	East Midlands Improvement and Efficiency Partnership
Sue	Brothwood	Environment Agency
Paul	Lockhart	Environment Agency
Gemma	Mitchell	Environment Agency
Peter	Baguley	Gedling Borough Council
Andy	Callingham	Gedling Borough Council
Michael	Howard	Leicestershire County Council
Andy	Warrington	Leicestershire County Council
Doug	Robinson	Lincolnshire County Council
Nebil	Achour	Loughborough University
Louisa	Aspden	Natural England
Pete	Spriggs	Peak District National Park Authority

English Area Workshop – London

List of Participants

Name	Organisation
Paula Van der Gert	CABE
Fuad Ali	Community Resilience to Extreme Weather
Polly Turton	Crossrail
David Kennington	Energy Saving Trust
Mick Flynn	Environment Agency
Tim Reeder	Environment Agency
Louise Clancy	Greater London Authority
Juliette Daniels	Greater London Authority
Alex Nickson	Greater London Authority
Peter Massini	Greater London Authority
Bevan Jones	Islington Borough Council
Sue Grimmond	Kings College
Alexandra Vicenti	Lloyds
Susan Ellison-Bunce	London Fire Brigade
Susan Price	London Resilience
Nell Teasdale	London Resilience
Jessica Ward	London Sustainability Exchange
Gloria Dowling	NHS
Mike Long	Richmond Borough Council
Helen Woolston	Transport for London
Roger Street	UKCIP

English Area Workshop – North East England

List of Participants

Name	Organisation
Andy Mace	ARUP
Craig White	ARUP
Mike Clark	Association of North East Councils
Rachael Campbell	Cleveland Emergency Planning Unit
Krista McKinzey	Climate Change Schools Project
Harriet Thew	Climate Change Schools Project
Jennifer Atkinson	ClimateNE
Adrian Hilton	ClimateNE
Yvonne Martin	County Durham and Darlington Civil Contingencies Unit
Susanne Lorenz	Durham County Council
Maeve Lee	Durham County Council - IMCORE
David Toll	Durham University
Peter Kerr	Environment Agency
John Pettifer	Federation of Small Businesses (FSB)
John Heywood	Government Office North East
David Walton	Groundwork North East
Lucy Jowett	Institute for Local Governance
Chris Francis	Middlesbrough Council
Lydia Speakman	Natural England
Kit England	Newcastle City Council
Mark Stephenson	North East Chamber of Commerce (NECC)
Hugh Clear-Hill	Northumberland County Council
Ruth Bendall	Northumberland County Council
Richard Austin	Northumberland National Park Authority
David Chapman	Northumbrian Water
Ella Towers	Redcar and Cleveland Borough Council
Paul Hart	Royal Haskoning
Joanne Chastney	South Tyneside Council
Amy Short	South Tyneside Council
Kevin Archbold	Sunderland City Council
Kathryn Warrington	Sunderland City Council
Leanne Wilson	Tees Valley Unlimited
Alan Jolly	Tyne and Wear Emergency Planning Unit
Louise Maythorne	University of Northumbria

English Area Workshop – North West England

List of Participants

Name	Organisation
Dean Atherton	Allerdale Borough Council
Ruth Passman	Department of Health North West
Oscar Nieto Cerezo	Department of Health North West
Phil McFarlane	Electricity North West
Sunil Kansakar	Environment Agency
Gill Garkett	Environment Agency
John Lymer	Environment Agency
Matt Ellis	Environment Agency
Paul Radcliffe	Environment Agency
Liz Locke	Environment Agency
Paul Needham	Environment Agency
Keith Jones	Forestry Commission England
Sam Hagon	Lake District National Park
Juliet Staples	Liverpool CC
Harriet Smith	MerseyTravel
John Malley	National Trust
Sarah Robinson	Natural England

Name	Organisation
Ian Crosher	Natural England
Geoffrey Piper	North West Business Leadership Team
Dan Griffiths	Northwest Development Agency
Richard Lamb	UKCIP
Patrick Pringle	UKCIP
Brian Morrow	United Utilities
Claire Maddison	United Utilities
Claire Bullen	United Utilities
Rachel Waggett	Warrington BC
James Noakes	Wigan MBC

English Area Workshop – South East England

List of Participants

First Name	Last Name	Organisation
Nikki	Hodgson	AEA
David	Jones	CDM2007.org
Colin	Ashford	CIBSE
Kristen	Guida	Climate South East
David	Payne	David Payne Planning
Sean	Rendall	ECSC
Martin	Diaper	Environment Agency
Mark	Broadmeadow	Forestry Commission
Christine	Seaward	Hampshire County Council
John	Lavery	Institution of Civil Engineers
Sarah	Anderson	Kent County Council
Martin	Cartledge	Lloyds TSB
Sarah	Taylor	Natural England
Sam	Buck	Natural Enterprise/Isle of Wight Council
Brian	Haddock	Network Rail
John	Archer	NFU
Martin	Bolton	SEEDA
Keith	Colqhoun	Thames Water
Sarah	Reeves	TRL
Laurie	Newton	UKCIP
Tony	Whitbread	Wildlife Trusts

English Area Workshop – South West England

List of Participants

Forename	Surname	Organisation
Magnus	Benzie	AEA Consulting
Naomi	Brookes	Biodiversity South West
Lucy	Darkin	Bristol City Council
Patric	Bulmer	Bristol Water
Katherin	Sydney	Buro Happold
Alex	Webb	Climate SouthWest
Becca	Eastman	Climate SouthWest
Hilary	Gooch	Cornwall Council
Graham	Clark	Country Land and Business Association (CLA)
Doug	Eltham	Devon County Council
Mark	Fortune	Dorset County Council
Neil	Osborne	Environment Agency
Keith	Nurse	Environment Agency
Richard	Cresswell	Environment Agency / Climate SouthWest Chair
Mark	Hodgson	Global Action Plan
Sophie	Isaacs	Gloucestershire County Council

Forename	Surname	Organisation
Nova	Mieszkowska	Marine Biological Association
Sarah	O'Brien	National Trust
Simon	Bates	Natural England
Roger	Covey	Natural England
Jessica	Harper	North Somerset District Council
Caroline	Rigby	Somerset County Council
Emma	Whittlesea	South West Tourism
Luke	Hanney	Torbay Council
Frances	Cooke	Wiltshire Council

English Area Workshop – West Midlands

List of Participants

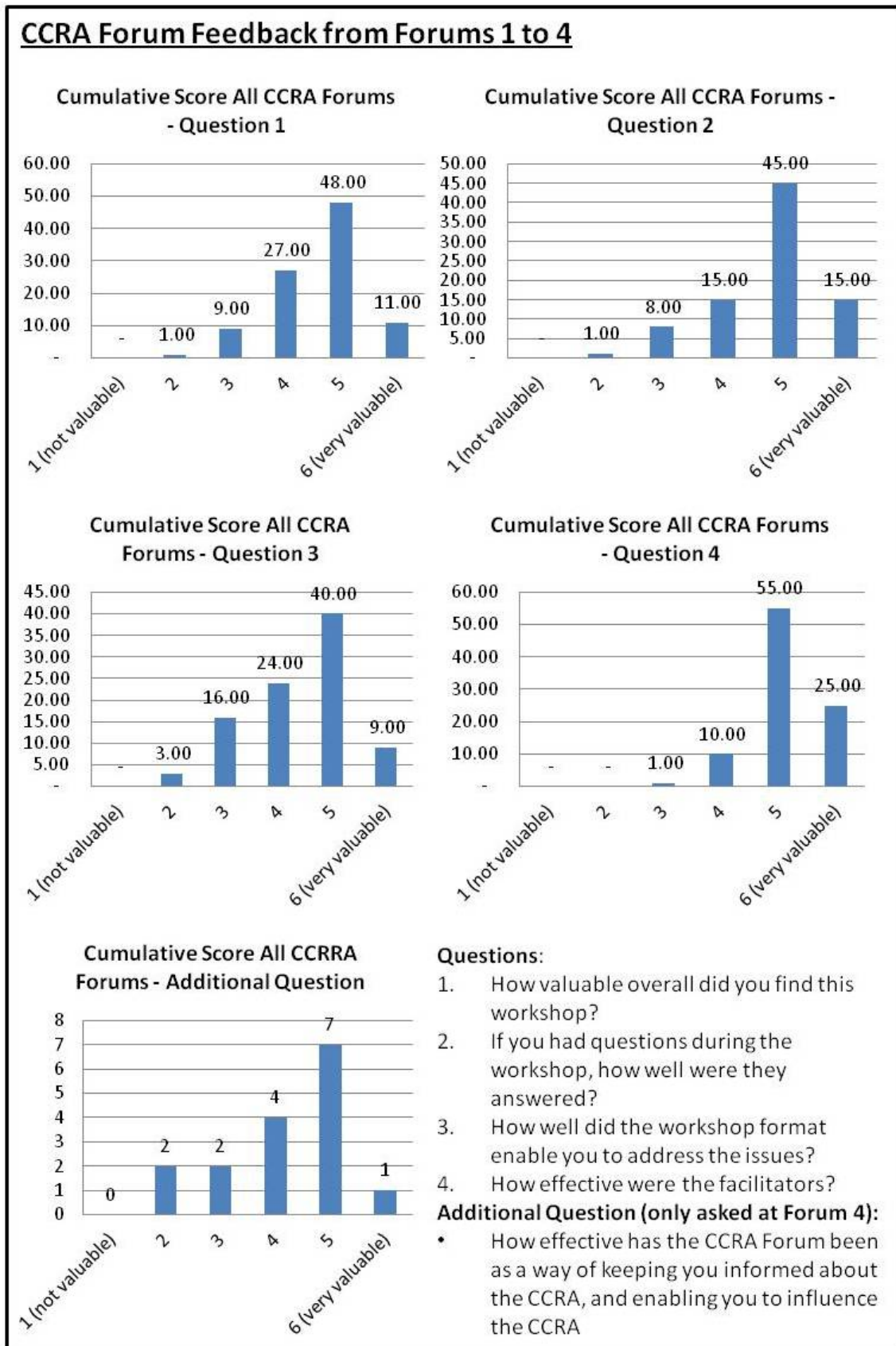
Name	Organisation
Nick Grayson	Birmingham City Council
Richard Rees	Birmingham City Council
Gareth Brown	Bovis Lend Lease
Andrew Heaton	Environment Agency
John Dingley	Environment Agency
Gretchen Moeser	Environment Agency
Julie Fay	Environment Agency
Simon West	Forestry Commission
Tony Crompton	GOWM
Chris Gohlich	GOWM Resilience
Andrew Orchard	GOWM Waste
Helen Wake	Natural England
Lorna Rogers	Natural England
Dene Stevens	Sandwell Primary Care Trust
Emma Hill	Severn Trent Water
Stuart Harvey	Solihull MBC
Mike Fullen	University of Wolverhampton
Carol Edmondson	Walsall MBC
Alister Thornton	Walsall MBC
Stephanie Gardner	Warwickshire County Council
Heather Lammas	Worcestershire County Council

English Area Workshop – Yorkshire and Humberside

List of Participants

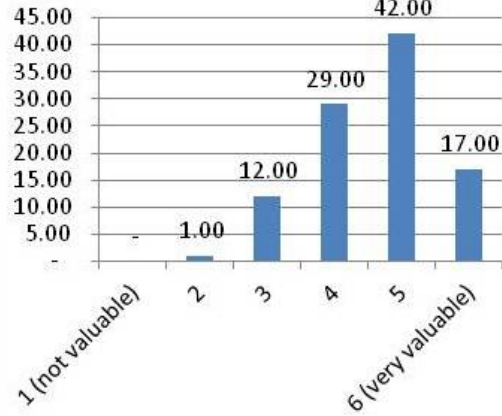
Name	Organisation
Christine Charles	CO2 Sense Yorkshire
Helen Shiels	CO2 Sense Yorkshire
Chris King	East Riding of Yorkshire Council
Ian Smith	English Heritage
Gail Hammond	Environment Agency
Paul Needham	Environment Agency (North West)
Tim Godson	Government Office for Yorkshire & Humber
Martin Budd	Hull City Council
Jon Follows	Kirklees Council
Jon Clubb	Local Government Yorkshire & Humber
Emma Sawdon	Local Government Yorkshire & Humber
Mark Phillips	Natural England
Helen Jenkins	NE Lincolnshire Council
Bernd Hoerman	Sheffield City Council
Kathy Hamilton	Sheffield City Council
Gordon Rogers	Yorkshire Water

Appendix 2: Summary of feedback form responses, consolidated by type of event

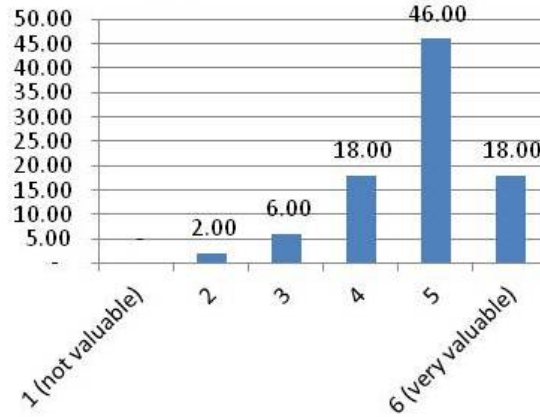


Devolved Administrations – Feedback from Wales, Scotland and Northern Ireland

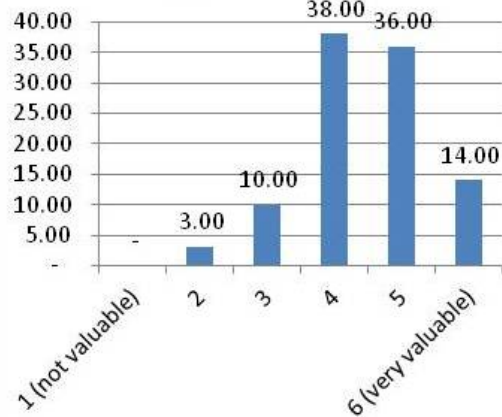
**Cumulative Score All DA
Engagement - Question 1**



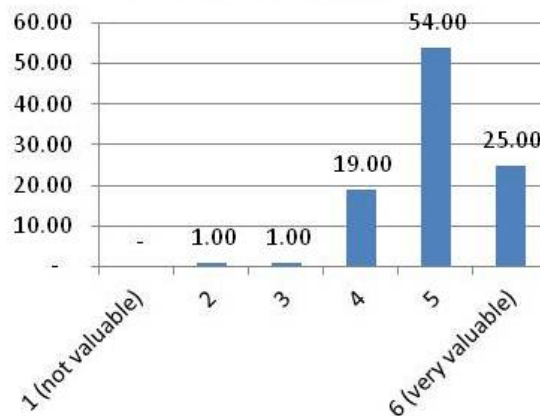
**Cumulative Score All DA
Engagement - Question 2**



**Cumulative Score All DA
Engagement - Question 3**



**Cumulative Score All DA
Engagement - Question 4**

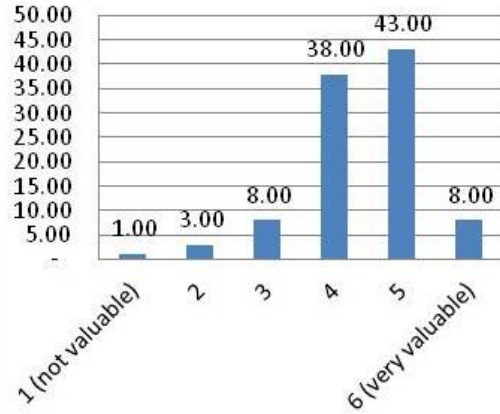


Questions:

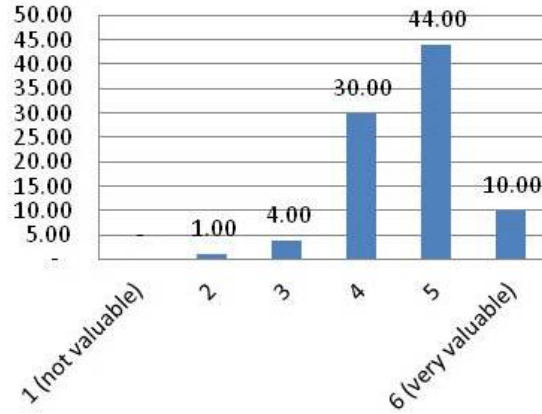
1. How valuable overall did you find this workshop?
2. If you had questions during the workshop, how well were they answered?
3. How well did the workshop format enable you to address the issues?
4. How effective were the facilitators?

Regional Workshops – Feedback from East Midlands, East of England, London, South West, West Midlands, North East and South East regions*

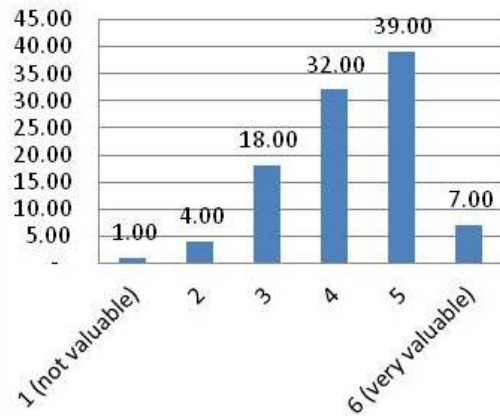
Cumulative Score All CCRA Regional Events - Question 1



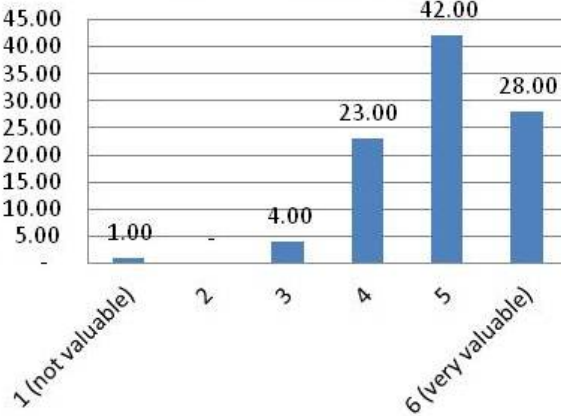
Cumulative Score All CCRA Regional Events - Question 2



Cumulative Score All CCRA Regional Events - Question 3



Cumulative Score All CCRA Regional Events - Question 4

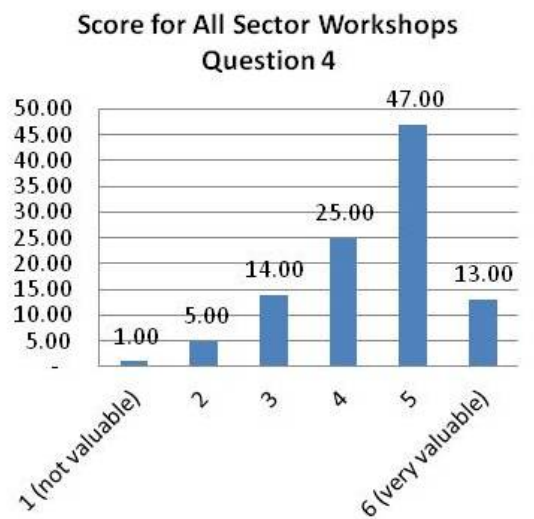
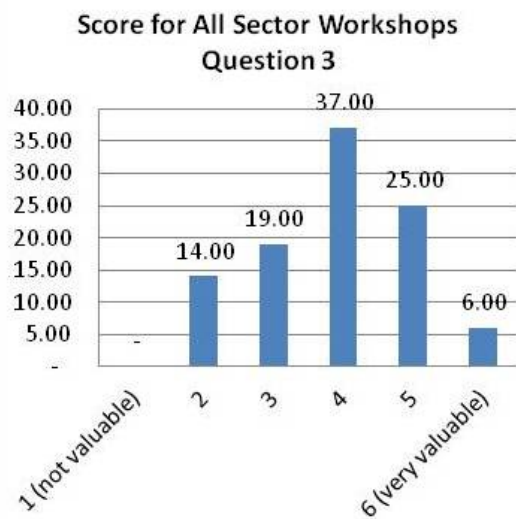
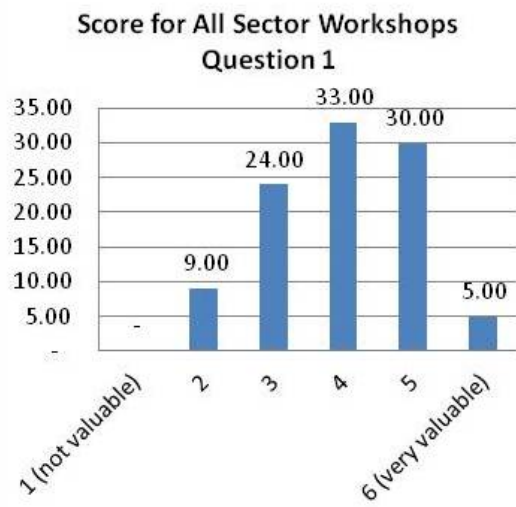


Questions:

1. How valuable overall did you find this workshop?
2. If you had questions during the workshop, how well were they answered?
3. How well did the workshop format enable you to address the issues?
4. How effective were the facilitators?

*Data are not available for the other regions as the feedback forms were not disseminated

Sectors – Agriculture, Biodiversity and Ecosystem Services, Built Environment, Health, Energy, Floods and Coastal Erosion, Transport and Water sectors*



Questions:

1. How valuable overall did you find this workshop?
2. If you had questions during the workshop, how well were they answered?
3. How well did the workshop format enable you to address the issues?
4. How effective were the facilitators?

*Data are not available for the other sectors as the feedback forms were not disseminated