



**Sometown Borough
Council**

**Part 2:
PACT
Action Plan**

Climate Adaptation

**Self Assessment
February 2012**

Produced by Alexander Ballard Ltd





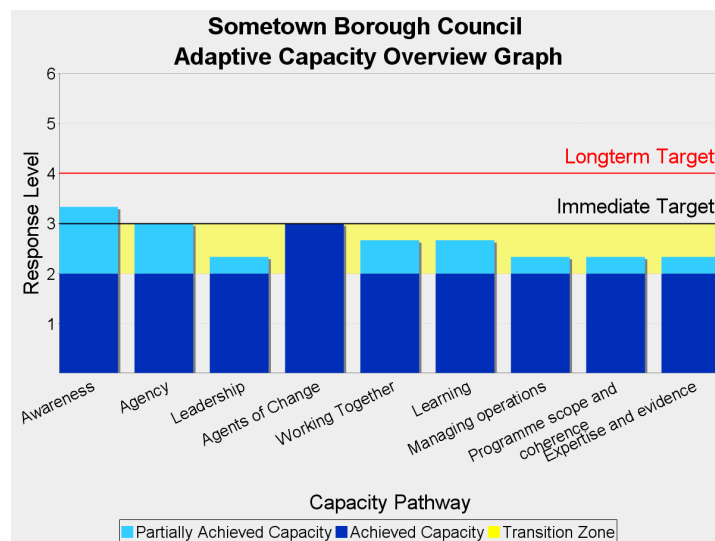
Using this PACT analysis to produce an action plan

Who should read this section?

It is easy to use your PACT results to produce an adaptation action plan, or perhaps to review an existing plan. If you have that responsibility in your organisation, this section is for you. It is a big document – this introduction is to help you to find your way around it.

Summarising your PACT results

Here is the PACT overview graph from your PACT report:



The main report summarises your PACT results. Here are the main conclusions:

- **We recommend Response Level 3 as your immediate goal.** The adaptation issues that Somertown Borough Council faces in the agriculture sector are quite significant and we think it important that you should incorporate adaptation into operational systems.
- **Your transition zone is PACT Response Level 2 to Response Level 3.** Successfully achieving this will be an important step, providing a strong foundation from which it will be possible to move forward quickly towards your longer term goals.
- **We recommend PACT Response Level 4 (RL1) as your longer term goal.** RL 4. Breakthrough projects

As understanding develops, organisations at RL4 - Breakthrough Projects - begin to see the need to learn fast about strategic threats and to identify options for responding to them. They identify surprising new options and put in place the conditions for a strategic response..



Basic principles of action planning from your PACT results

1. **Discuss and set targets taking into account the advice and options identified above.** You can do this in stages if you wish – e.g. by setting an initial target before reconsidering in a few months.
2. **You consolidate a pathway at a response level by ensuring that you have implemented the relevant activities.** The PACT framework is made up of many activities that are each allocated to one pathway and to one response level. This report gives you lists of the relevant activities, indicating their status (e.g. 'Implemented', 'Planned not Implemented', 'Not implemented'). As a starting point, you should aim fully to implement the activities in your transition zone (see above).
3. **Focus on 'crucial' and 'important' activities.** The PACT activities are categorised as 'crucial', 'important' and 'indicative'. You should aim fully to implement all crucial activities in your transition zone, and also the important activities (although some of these might be implemented over a somewhat longer period). The indicative activities are also helpful but (for instance) they may be means to an end rather than ends in themselves.
 - **This report focuses mainly on 'crucial' and 'important' activities. We provide a list of 'indicative' activities as well (Schedule 3) for your consideration.**
4. **If there are any 'lagging pathways', then treat them as a priority.** We list the relevant activities in Schedule 1 to help you begin.
5. **Complete work in the transition zone before moving forward.** Each pathway depends on the others: if there are gaps, then your programme is unlikely to be secure. Schedule 2 includes the crucial and important activities in your transition zone.
6. **Consolidate the progress you have already made in your transition zone.** Implemented activities in your transition zone provide the foundation on which you can build. When an organisation goes through change it can be easy to forget what has already been done and then to slip backwards. Schedule 4 lists these implemented activities.
7. **Once you have completed activities in your transition zone, and if your management target lies beyond the transition zone, then move onto the next response level.** This report does not list those activities because the focus should be on the transition zone. However we have included an overall pen picture of what will come next in Schedule 5. Schedule 6 includes a list of any activities that are being implemented above your transition zone. While we normally suggest that you focus on the transition zone, it obviously makes sense to consolidate any gains already made beyond this point.
8. **Disregard any of the above advice if it clearly does not suit your situation!** You obviously know your organisation and industry better than we do. This advice is meant to help but ultimately you are in charge of your own programme.



Here is a list of the schedules attached to this document:

1. 'Crucial' and 'important' activities in 'lagging pathways' that are not fully implemented.
2. 'Crucial' and 'important' activities in your transition zone that are not fully implemented.
3. 'Indicative activities' in and below your transition zone that are not fully implemented.
4. Implemented activities in your transition zone.
5. A pen picture of the next stage following your transition zone.
6. A list of activities above your transition zone that are wholly or partly 'implemented'.



Schedule 2: Activities that need attention in your transition zone

This is a list of 'crucial' and 'important' activities within your current transition zone that appear not to have been fully implemented. The main focus of your programme should normally be to implement these fully.

Name	Pathway	Level	Relevance	Status	Description
Has identified current climate impacts (AD)	A Awareness	RL3	Crucial	Partially implemented	Organisation has undertaken study of climate impacts already evident or expected up to 10 years into future - eg drought, subsidence, heat stress
Has identified risks and opportunities from current climate impacts (AD)	A Awareness	RL3	Crucial	Partially implemented	Organisation has undertaken short term (up to 10 years) analysis of cost and other risks and opportunities linked to climate impacts (though not necessarily of how these financial implications might change in medium and long term future).
Prioritised adaptation risks and opportunities (AD)	B Agency	RL3	Crucial	Not implemented	Based on analysis, there is a prioritised list of areas where action is needed to provide improved protection against existing weather related risks, or to exploit any opportunities. However this does not necessarily extend far enough into the future to reflect the extent to which future weather patterns may affect the life of their decisions.
Prioritisation of adaptation actions via cost benefit analysis or similar (AD)	B Agency	RL3	Crucial	Not implemented	Strong cost benefit-type analysis done to identify areas where action can be taken now to improve performance on weather risks.
Statement of process targets for adaptation (AD)	C Leadership	RL3	Crucial	Not implemented	The organisation's top management has approved goals for improvement of processes better to handle climate impacts.



Responsibilities delegated for adaptation action (AD)	C Leadership	RL3	Crucial	Partially implemented	The organisation has defined managerial responsibilities for the climate adaptation agenda at top team level and below.
Top team monitors adaptation progress (AD)	C Leadership	RL3	Crucial	Not implemented	The top team formally monitors progress on climate adaptation against policy and goals at least annually.
Research-based engagement with external adaptation stakeholders (AD)	E Working Together	RL3	Crucial	Not implemented	The organisation does the research to identify and then engages with stakeholders who can influence or might be influenced by its adaptation decisions so as to understand (as a minimum) its stakeholders' priorities and any concerns that might need to be addressed.
Structured operational learning process - adaptation (AD)	F Learning	RL3	Crucial	Planned not implemented	Structured process to identify deviations from adaptation expectations, investigate causes, take corrective action and update processes where appropriate.
Written procedures to address targets (AD)	G Managing operations	RL3	Crucial	Not implemented	The organisation has incorporated procedures to address climate adaptation into its core management system. For instance, it will have identified objectives at departmental or regional level, etc, amended processes to address objectives, set up systems to track progress, etc.
Project processes address adaptation (AD)	G Managing operations	RL3	Crucial	Not implemented	The organisation's adaptation goals are incorporated into its project management procedures. For instance, adaptation goals will routinely be incorporated into project objectives and deliverables and project governance processes will ensure that the organisation's adaptation policies have been observed.
Programme	H	RL3	Crucial	Partially	The adaptation programme changes and develops over



developed builds on experience (AD)	Programme scope and coherence			implemented	time to take account of learning from experience. This includes replicating successes, addressing constraints and barriers limiting previous activities, also taking account of new information on issues.
Adaptation addressed in organisation's action planning (AD)	H Programme scope and coherence	RL3	Crucial	Not implemented	Climate adaptation policy commitments, goals and identified risks are addressed in the organisation's formal action planning.
Use expert sources on climate impacts (AD)	I Expertise and evidence	RL3	Crucial	Not implemented	There has been consultation of expert sources on climate impacts at a generic (region and / or industry) level.
Have analysed adaptation expertise needed (AD)	I Expertise and evidence	RL3	Important	Partially implemented	An analysis has been carried out of the technical expertise that is needed for work on adaptation and used to access appropriate experts.
Expertise available on adaptation (AD)	I Expertise and evidence	RL3	Crucial	Partially implemented	The organisation has access to (i.e. actually uses) specialist expertise relevant to climate adaptation.



Schedule 3: 'Indicative' activities that you may wish to implement

This is a list of 'indicative' activities within and below your current transition zone that appear not to have been fully implemented. While they may not be essential, there are often benefits from implementing these activities, which other organisations often find helpful. We recommend that you consider which ones you might wish to include in your programme.

Name	Pathway	Level	Relevance	Status	Description
Decision makers aware of current risks and opportunities (AD)	A Awareness	RL3	Indicative	Partially implemented	Managers who take decisions are aware of the current climatic conditions that they need to take into account.
Broad consensus on relevance in top team (AD)	C Leadership	RL3	Indicative	Partially implemented	There is broad consensus on the top team that climate adaptation merits organisational attention.
Share impacts understanding with stakeholders (AD)	E Working Together	RL3	Indicative	Not implemented	The organisation shares its understanding of impacts that require attention with external stakeholders who are closely involved.
Provision of training on climate adaptation (AD)	F Learning	RL3	Indicative	Partially implemented	The organisation has provided and funded a set of training processes sufficient to meet training needs on adaptation.
Training needs analysis or similar Adaptation (AD)	F Learning	RL3	Indicative	Not implemented	The organisation has investigated the training needs of its staff on climate adaptation issues.
Post project review processes for	F Learning	RL3	Indicative	Not implemented	At the end of significant adaptation projects, processes are used to draw out the lessons learned and to direct



adaptation (AD)					that learning to improve future projects.
Corrective action system applied to adaptation (AD)	G Managing operations	RL3	Indicative	Planned not implemented	The organisation applies corrective action processes to its actions on climate adaptation. This means that it will systematically identify the areas in which performance needs to improve and will then identify and implement corrective actions.
Programme extends to broader network (AD)	H Programme scope and coherence	RL3	Indicative	Not implemented	As an RL3 programme on adaptation develops it will naturally begin to extend to cover suppliers and other close business partners.



Schedule 4: 'Implemented activities' in your transition zone

It is important to recognise progress already made. Here is a list of the activities in your transition zone that appear to have already been fully implemented and which may need little if any action.

Name	Pathway	Level	Relevance	Status	Description
Participated in longer term climate scenario exercise (AD)	A Awareness	RL3	Indicative	Implemented	Members of the organisation have participated in one or several scenario-based studies of how climate change might affect the region and / or industry over future decades. However awareness of possible future impacts may be generic and may not have extended beyond a small group.
Aware of short term trends in Government adaptation policy (AD)	A Awareness	RL3	Important	Implemented	Aware of how likely trends in government policy on climate change adaptation might affect organisation over 1 to 5 yrs.
Some operational benefits through adaptation agenda (AD)	B Agency	RL3	Indicative	Implemented	The organisation is beginning to recognise and capitalise on possibilities for operational improvements as a consequence of the adaptation agenda.
Recognises value of adaptation action beyond short term (AD)	B Agency	RL3	Indicative	Implemented	The organisation demonstrates that it can take into account a range of factors beyond short term cost or compliance advantages in deciding to act on climate adaptation.
Adaptation champions have formal roles (AD)	D Agents of Change	RL3	Crucial	Implemented	Formal roles are created that include responsibility for advancing adaptation performance and these are allocated time and other resources for work on adaptation.



The role of adaptation champion is professionalised (AD)	D Agents of Change	RL3	Crucial	Implemented	The organisation seeks professionalism amongst its adaptation champions and supports its development through hiring and / or training policy.
Champions encouraged to join professional adaptation networks (AD)	D Agents of Change	RL3	Indicative	Implemented	Climate change professionals are encouraged to join professional networks and professional bodies that cover adaptation issues.
Climate adaptation champions are routinely consulted (AD)	D Agents of Change	RL3	Indicative	Implemented	Organisational processes take account of the contribution that professional adaptation champions can make, e.g. by ensuring that they are consulted in decision making.
Internal engagement programme on adaptation (AD)	E Working Together	RL3	Crucial	Implemented	There is a programme of action to identify and engage with internal stakeholders who are affected by and / or might influence the climate adaptation programme. This would typically include an internal task group or similar body to facilitate liaison with different work groups, departments, etc. and may extend to an employee engagement campaign.
Reporting on adaptation performance (AD)	E Working Together	RL3	Indicative	Implemented	The organisation reports internally and externally on its adaptation risks and responses.
Engagement in industry or regional networks for adaptation (AD)	E Working Together	RL3	Indicative	Implemented	The organisation engages in regional and / or industry networks and / or working groups to support improvements in adaptation practice at the industry / regional level and to represent wider needs to legislators



					and regulators, etc.
Benchmarking or other adaptation peer reviews of best practice (AD)	F Learning	RL3	Indicative	Implemented	The organisation takes steps to identify and learn from best practice among peer community on climate adaptation. This is an important activity because it helps people to challenge themselves to improve their practices and sometimes also their aspirations.
Emergency planning addresses short term climate risks (AD)	G Managing operations	RL3	Indicative	Implemented	Emergency planners have brought short term (up to 10 years) climate risks into their emergency procedures.



Schedule 5: A pen picture of the response level above your transition zone

At present we recommend that your focus should be on consolidating within your transition zone. However there is value in knowing what would come next. So this schedule offers summary pen pictures of what a programme will look like as it moves beyond your transition zone.

Are there never any circumstances in which we should step ahead beyond the 'transition zone'?

Generally it is better to consolidate at the transition zone before moving forwards. But it can sometimes happen that you are invited (e.g. by a customer) to participate in a project that you come to recognise as being beyond your transition zone. If so, by all means participate if you wish. You will probably learn a lot.

But remember that the project is likely to take you beyond what you can immediately implement: ensure that you continue to implement the activities in the transition zone, using any opportunities to learn from colleagues on the project in the process) and consider coming back to the learning from the project when you feel ready to implement them.

In these cases, what seems to work well is 'two steps forward, one step back'.

Here is an overview of Response Level 4 (RL4), which is what you would come next for your programme once you have successfully implemented the current transition zone:

RL 4. Breakthrough projects

As understanding develops, organisations at RL4 - Breakthrough Projects - begin to see the need to learn fast about strategic threats and to identify options for responding to them. They identify surprising new options and put in place the conditions for a strategic response.

'Breakthrough Projects' is an experimental level which organisations embark on when they are looking to innovate or scale up responses to climate change. It typically involves senior management with learning objectives and a realisation that climate change takes the organisation beyond 'business as usual' responses into major policy / operational change. The emphasis moves from learning to do things better to learning to do things differently.

An organisation needs to be able to work at or above response level 4 if, for example, its managers are aware that climate change is posing or might pose strategic challenges to which they cannot yet respond confidently or if it works as an adviser to organisations in this situation.



Here is a bit more detail of what to expect next in terms of the different 'pathways' at Response Level 4 (RL4):

A Awareness

At RL3, people in organisations are aware that climate change is beginning to affect their responsibilities and that it needs a serious response similar, say, to health & safety. They recognise that the organisation contributes to the issue and see some of the basic adaptation pressures, also recognise some of the ways that government policy might develop and affect them.

B Agency

Organisations working at RL3 recognise the benefits of continuous improvement actions – e.g. to incremental costs & revenues – and begin to see that there are many opportunities to act. The timescale for action is normally the budget or planning cycle. Managers identify, cost, prioritise and commit to improvement actions that meet cost benefit criteria.

C Leadership

Leaders working at RL3 are beginning to treat climate change as a mainstream activity – e.g. by setting targets, by delegating authority and a programme of action. This helps people to feel confident that they would be backed up if acting in line with these. While activity is usually delegated quite a long way down the organisation, leaders become involved in periodic reviews and some might make speeches that support action both within the organisation and more widely.

D Agents of Change

Organisations working at RL3 typically appoint agents of change on the basis of their role or of their technical expertise and support them with networking opportunities, training, resources, etc. This provides support to improvement in the wider organisation. However, as their own awareness grows, some may begin to seek more rapid change and may begin to question whether the wider organisation will be prepared to support them.

E Working Together

An organisation working at RL3 typically sees stakeholders as people - inside or outside the organisation - who can affect, or are affected by, what it does. It follows good practice in identifying, communicating with and involving stakeholders before taking decisions.

F Learning

Organizations use RL3 learning to help them to improve performance. Training needs begin to be identified and addressed. Mistakes are



seen as opportunities to learn rather than to blame. Results are assessed against intentions and anomalies used to improve practice in the future. There is also willingness to learn from experts and by benchmarking performance.

G Managing operations

Organisations using RL3 are incorporating Climate Change issues into the core procedures of the organisation. They turn objectives and plans into projects, processes and procedures and manage for continuous improvement of performance and to apply good professional practice. They communicate procedures and expectations clearly to staff and suppliers. They measure outcomes and take corrective action both to improve performance and also the system of management itself.

H Programme scope and coherence

From RL3 onwards, organisations begin to take responsibility for their own programme of activity on climate change. Since programmes need to change and refocus over time, they begin to put in place processes for doing so. However, organisations which have not moved beyond RL3 focus their activities mostly on areas that they directly control (although they may regard their supply chain as an appropriate focus for action).

I Expertise and evidence

At RL3, organisations identify expertise needed in basic operations in a structured way and put in place programmes to develop it through training or, where necessary, by hiring it in. They use high credibility sources of information in decision making.



Schedule 6: Implemented activities above your transition zone

There are often some activities that have been implemented beyond the transition zone. E.g. you might have been involved in a project beyond your current transition zone (see Schedule 5). In these cases, it is hard to get full benefit from these activities until other activities are brought up to speed. Our advice is to build a solid base and then move on. But it makes sense to recognise where progress has 'forged ahead' and to protect it so that full use can be made in the future when you are ready.

Name	Pathway	Level	Relevance	Status	Description
Has identified current climate impacts (AD)	A Awareness	RL3	Crucial	Partially implemented	Organisation has undertaken study of climate impacts already evident or expected up to 10 years into future - eg drought, subsidence, heat stress
Participated in longer term climate scenario exercise (AD)	A Awareness	RL3	Indicative	Implemented	Members of the organisation have participated in one or several scenario-based studies of how climate change might affect the region and / or industry over future decades. However awareness of possible future impacts may be generic and may not have extended beyond a small group.
Has identified risks and opportunities from current climate impacts (AD)	A Awareness	RL3	Crucial	Partially implemented	Organisation has undertaken short term (up to 10 years) analysis of cost and other risks and opportunities linked to climate impacts (though not necessarily of how these financial implications might change in medium and long term future).
Decision makers aware of current risks and opportunities (AD)	A Awareness	RL3	Indicative	Partially implemented	Managers who take decisions are aware of the current climatic conditions that they need to take into account.
Aware of short term trends in Government adaptation policy (AD)	A Awareness	RL3	Important	Implemented	Aware of how likely trends in government policy on climate change adaptation might affect organisation over 1 to 5 yrs.



Mid term impacts - 10 to 30 years - identified (AD)	A Awareness	RL4	Crucial	Partially implemented	The organisation has carried out studies of possible climate impacts over a period of more than 10 years into the future. The coverage of impacts would cover the value chain - e.g. would extend into the supply chain / key organisational delivery partners.
Risks and opportunities from climate impacts identified 10+ years in some operational areas (AD)	A Awareness	RL4	Crucial	Partially implemented	The organisation has examined the potential risks and opportunities resulting from climate impacts on the activities and responsibilities of a part of the organisation in some detail over a strategic timescale (more than 10 years, usually a lot more)
Growing awareness climate risks and opportunities 10 to 30 years (AD)	A Awareness	RL4	Important	Partially implemented	Non-specialist managers can identify some but not all strategic risks and opportunities resulting from impacts over medium term (10 to 30 years) and recognise need to know more
Some operational benefits through adaptation agenda (AD)	B Agency	RL3	Indicative	Implemented	The organisation is beginning to recognise and capitalise on possibilities for operational improvements as a consequence of the adaptation agenda.
Recognises value of adaptation action beyond short term (AD)	B Agency	RL3	Indicative	Implemented	The organisation demonstrates that it can take into account a range of factors beyond short term cost or compliance advantages in deciding to act on climate adaptation.
Some opportunities identified to act on	B Agency	RL4	Crucial	Implemented	The organisation has identified at least some realistic opportunities to act on longer term (minimum 10 years,



long term adaptation risks (AD)					often significantly longer) climate related risks.
Broad consensus on relevance in top team (AD)	C Leadership	RL3	Indicative	Partially implemented	There is broad consensus on the top team that climate adaptation merits organisational attention.
Responsibilities delegated for adaptation action (AD)	C Leadership	RL3	Crucial	Partially implemented	The organisation has defined managerial responsibilities for the climate adaptation agenda at top team level and below.
Adaptation champions have formal roles (AD)	D Agents of Change	RL3	Crucial	Implemented	Formal roles are created that include responsibility for advancing adaptation performance and these are allocated time and other resources for work on adaptation.
The role of adaptation champion is professionalised (AD)	D Agents of Change	RL3	Crucial	Implemented	The organisation seeks professionalism amongst its adaptation champions and supports its development through hiring and / or training policy.
Champions encouraged to join professional adaptation networks (AD)	D Agents of Change	RL3	Indicative	Implemented	Climate change professionals are encouraged to join professional networks and professional bodies that cover adaptation issues.
Climate adaptation champions are routinely consulted (AD)	D Agents of Change	RL3	Indicative	Implemented	Organisational processes take account of the contribution that professional adaptation champions can make, e.g. by ensuring that they are consulted in decision making.



Internal engagement programme on adaptation (AD)	E Working Together	RL3	Crucial	Implemented	There is a programme of action to identify and engage with internal stakeholders who are affected by and / or might influence the climate adaptation programme. This would typically include an internal task group or similar body to facilitate liaison with different work groups, departments, etc. and may extend to an employee engagement campaign.
Reporting on adaptation performance (AD)	E Working Together	RL3	Indicative	Implemented	The organisation reports internally and externally on its adaptation risks and responses.
Engagement in industry or regional networks for adaptation (AD)	E Working Together	RL3	Indicative	Implemented	The organisation engages in regional and / or industry networks and / or working groups to support improvements in adaptation practice at the industry / regional level and to represent wider needs to legislators and regulators, etc.
Provision of training on climate adaptation (AD)	F Learning	RL3	Indicative	Partially implemented	The organisation has provided and funded a set of training processes sufficient to meet training needs on adaptation.
Benchmarking or other adaptation peer reviews of best practice (AD)	F Learning	RL3	Indicative	Implemented	The organisation takes steps to identify and learn from best practice among peer community on climate adaptation. This is an important activity because it helps people to challenge themselves to improve their practices and sometimes also their aspirations.
Emergency planning addresses short term climate risks (AD)	G Managing operations	RL3	Indicative	Implemented	Emergency planners have brought short term (up to 10 years) climate risks into their emergency procedures.



Programme developed builds on experience (AD)	H Programme scope and coherence	RL3	Crucial	Partially implemented	The adaptation programme changes and develops over time to take account of learning from experience. This includes replicating successes, addressing constraints and barriers limiting previous activities, also taking account of new information on issues.
Expertise available on adaptation (AD)	I Expertise and evidence	RL3	Crucial	Partially implemented	The organisation has access to (i.e. actually uses) specialist expertise relevant to climate adaptation.
Have analysed adaptation expertise needed (AD)	I Expertise and evidence	RL3	Important	Partially implemented	An analysis has been carried out of the technical expertise that is needed for work on adaptation and used to access appropriate experts.
Use requisite diversity of adaptation expertise on projects	I Expertise and evidence	RL4	Crucial	Implemented	Breakthrough adaptation activity involves considerable expert input from the primary innovator (often the service provider and / or the adviser providing the innovation)

