



**Sometown Borough
Council**

**Part 2:
PACT
Action
Plan**

Climate Mitigation

**Self Assessment
February 2012**

Produced by Alexander Ballard Ltd



About this report:

This report was produced by Alexander Ballard Ltd.

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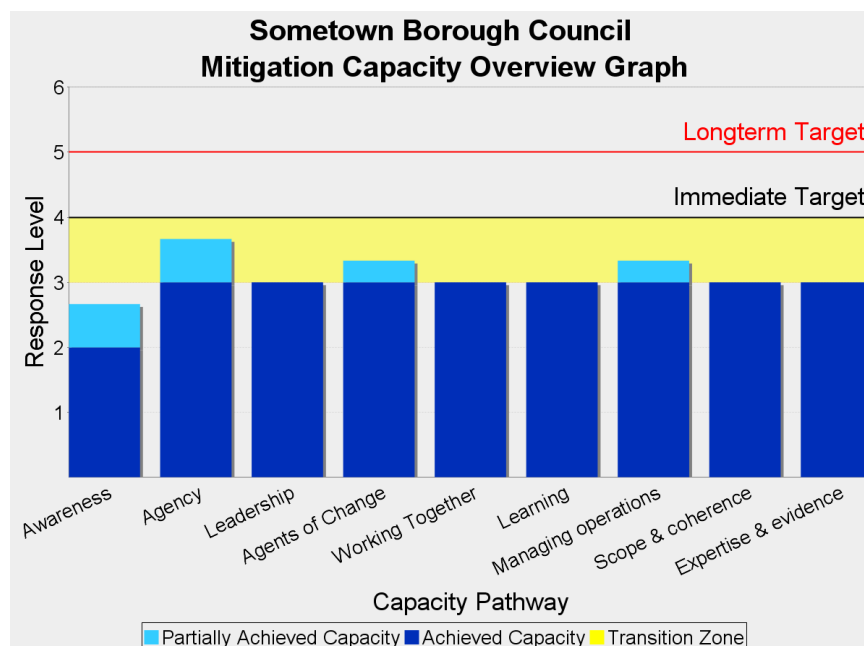
Using this PACT analysis to produce an action plan

Who should read this section?

It is easy to use your PACT results to produce a climate change mitigation 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 4 (RL4) as your immediate goal.** The mitigation issues that Somertown Borough Council are quite significant and we think it important that you should go beyond incorporating mitigation into operational systems to begin to explore the more transformational changes that will be required to fulfil your core responsibilities in a very different carbon-constrained future.
 - **Your transition zone is PACT RL3 to RL4.** The yellow area shown as the Transition Zone highlights where the overall system is poised to move to a higher level of response and can be seen as an interim goal as your organisation moves towards its target levels. Your current transition zone is from PACT 'RL3' ('efficient management') to PACT 'RL4' ('breakthrough projects'). Completing work in the transition zone is the route to achieving the immediate performance target above. You do this by ensuring that your programme has reached the target level in each of nine PACT 'pathways'. 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.

- Sometown Borough Council has already made strong progress along a number of pathways within the transition zone. Work is already well advanced on 'Agency', 'Agents of Change' and 'Managing operations'
- **We recommend PACT RL5 – Strategic resilience – as your longer term goal.** As understanding of major threats develops, and as options begin to be identified, it becomes possible in organisations which are able to use RL 5 to put in place programmes to ensure the organisation's resilience in what is likely to be a very different and fast-changing future..
 - However we stress that accepting this longer term goal is optional. This is a decision that you and your colleagues can make now or once you have completed work in the transition zone.

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 1: Activities that need attention in 'lagging pathways'

This is a list of 'crucial' and 'important' activities below your current transition zone that appear not to have been fully implemented. We advise that checking the status of these and implementing them should be a high priority.

Name	Pathway	Level	Relevance	Status	Description
Decision makers aware of main climate forcing activities (MIT)	A Awareness	RL3	Important	Partially implemented	Managers who take decisions are aware of the main climate forcing activities within the organisation's boundary (i.e. Scope 1 and Scope 2 emissions) that are relevant to their own responsibilities.
Resources allocated to mitigation programme (MIT)	C Leadership	RL3	Important	Partially implemented	Budgets and other resources (e.g. staff time) have been allocated to the mitigation programme.
Post project review processes for mitigation (MIT)	F Learning	RL3	Important	Not implemented	At the end of significant mitigation projects, processes are used to draw out the lessons learned and to direct that learning to improve future projects.

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
Growing awareness mitigation risks and opportunities (MIT)	A Awareness	RL4	Crucial	Partially implemented	There has been analysis of some (but not necessarily of all) strategic risks and opportunities on mitigation
Recognition of emissions extends over life cycle (MIT)	A Awareness	RL4	Crucial	Not implemented	A life cycle perspective is increasingly adopted when quantifying how the organisation contributes to climate change. For example, there has been analysis to identify the main activities that lead to Scope 3 emissions (ie those that occur outside the organisation's boundary) and to understand their importance relative to Scope 1 and 2 emissions.
Growing awareness carbon / energy risks and opportunities 10 to 30 years (MIT)	A Awareness	RL4	Important	Not implemented	Non-specialist managers can identify some but not all strategic risks and opportunities resulting from energy and carbon (etc) reduction requirements over medium term (10 to 30 years) and recognise need to know more
Priorities for action identified outside boundary and on longer term risks (MIT)	B Agency	RL4	Crucial	Planned not implemented	There has been deeper assessment of longer term energy- and carbon-related risks and opportunities to the core activities of the organisation. This would extend beyond the organisation's boundary to include Scope 3 (broader lifecycle) emissions and will sometimes extend beyond the short term towards the lifespan of major decisions - 10 years and perhaps longer. But it may not yet be close to comprehensive.
Some breakthrough	C	RL4	Crucial	Not	The organisation has set breakthrough mitigation targets

targets (MIT)	Leadership			implemented	in some operational areas. Such breakthrough targets would typically be for very significant and rapid reductions in carbon emissions (50% or more) to a level consistent with wider policy objectives.
Top team commissions in depth review of mitigation implications (MIT)	C Leadership	RL4	Important	Not implemented	There has been in-depth discussion at top team level of the challenge of reducing energy and carbon use, etc, and of its potential relevance to the core activities and responsibilities of the organisation.
Top team closely involved in 'breakthrough' aspect of programme (MIT)	C Leadership	RL4	Important	Not implemented	The top team recognises that certain aspects of the mitigation programme are of significant importance and some members become deeply involved, visiting projects frequently to participate in the learning.
Champions have easy access to strategic management on mitigation issues (MIT)	D Agents of Change	RL4	Important	Not implemented	Senior champions have an open door relationship with some or most of the top team on mitigation issues.
Major mitigation projects have embedded senior champion (MIT)	D Agents of Change	RL4	Crucial	Not implemented	Significant change hardly, if ever, occurs without an effective champion. Major mitigation projects therefore have an agent of change in the position to exercise significant influence over the direction of the project.
Extended and very active engagement in challenging mitigation projects (MIT)	E Working Together	RL4	Crucial	Not implemented	In work on mitigation, the organisation involves a selection of partners in close collaboration to enact change and to learn by doing so. Such participants are fully in touch with the challenges of the project as active members and are not arm's-length observers.

Considerable investment to ensure that partners understand the climate mitigation issue (MIT)	E Working Together	RL4	Important	Not implemented	The challenge of making significant cuts in greenhouse gas emissions (and other climate forcing activity) is more complex than is often appreciated, and the timescales within which they need to be achieved are more urgent than is commonly understood. This means that considerable and carefully targeted efforts are typically required to bring partners and stakeholders up to speed with the agenda.
Strong action orientation in mitigation engagement (MIT)	E Working Together	RL4	Important	Not implemented	Organisations engage around mitigation actions (e.g. around making significant reductions in emissions) rather than around discussions of potential issues removed from actions, or of abstract principles, thereby ensuring that participants can easily see that what they contribute can be of significant value.
Mitigation project processes designed for strategic learning (MIT)	F Learning	RL4	Crucial	Not implemented	Some major mitigation projects are designed for breakthrough strategic learning as well as for delivery. This includes processes to harness learning so that it can be fed back into policy making.
Processes to identify leading-edge mitigation practice (MIT)	F Learning	RL4	Important	Not implemented	The organisation scans widely to identify leading edge processes relevant to mitigation that may be taking place outside the industry and region. This activity is also carried on in real-time as issues arise.
Real time and continuous learning processes used in projects (MIT)	F Learning	RL4	Important	Not implemented	Learning processes are designed into projects on an ongoing basis with problems and questions being flagged and addressed on an ongoing basis at the point and time of need but with potentially wide participation via the web, etc.
Life cycle measurements in	G Managing operations	RL4	Important	Not implemented	Life cycle analysis and/or footprinting carbon accounting techniques are deployed for selected services and

some areas (MIT)					products.
Mitigation programme learning influences core strategy (MIT)	H Programme scope and coherence	RL4	Important	Not implemented	There are clear and direct mechanisms that enable learning systematically to flow from the mitigation programme to influence the organisation's core strategy.
Mitigation programme includes experimental 'breakthrough' projects (MIT)	H Programme scope and coherence	RL4	Crucial	Partially implemented	The programme for mitigation includes one or more fully budgeted activities designed to accelerate understanding of the agenda. These go beyond 'business as usual' changes that can be undertaken without new ways of working and thereby generate understanding of barriers that need to be addressed for more far reaching change to be possible.
Wide range of non-technical expertise available (MIT)	I Expertise and evidence	RL4	Important	Not implemented	Innovation for mitigation requires both technical and scientific skills but also relationship skills, change skills and others. These 'soft' skills are also valued and used in 'breakthrough projects'.
Search for current specialist research (MIT)	I Expertise and evidence	RL4	Important	Not implemented	As the challenges of breakthrough mitigation activity are encountered, project members need to look worldwide to consult leading-edge specialist experts.

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
Aware short term trends in Government mitigation policy (MIT)	A Awareness	RL3	Indicative	Not implemented	Aware of how likely trends in government policy on climate change mitigation - e.g. carbon trading - might affect organisation through laws, fiscal measures, investment opportunities, etc, over 1 to 5 yrs
Senior managers participate in external discussions on climate mitigation (MIT)	C Leadership	RL2	Indicative	Not implemented	Senior managers participate in external discussions - e.g. by attending seminars, participating in stakeholder consultation events - on how organisations might reduce their contribution to climate change.
Engagement with supply chain and other partners for mitigation (MIT)	E Working Together	RL3	Indicative	Not implemented	The organisation is engaging with some priority members of its supply chain and other directly controlled partner organisations (e.g. directly controlled joint ventures) to improve processes for mitigation. For example, there might be agreed emissions reductions or process improvement targets and there might be an agreed package of support.
Any offsetting is used with discretion (MIT)	G Managing operations	RL3	Indicative	Planned not implemented	Offsets (if any) are used additionally to (not to replace) reductions in core emissions and only accredited schemes are used.
Use project advisory panels, atc, to help drive mitigation innovation (MIT)	I Expertise and evidence	RL4	Indicative	Not implemented	Innovation panel or coach or similar is used to help drive innovation in breakthrough mitigation projects.

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
Recognises possible strategic advantage through mitigation (MIT)	B Agency	RL4	Important	Implemented	The organisation is demonstrating an ability to recognise and explore new strategies through the mitigation agenda.
Some opportunities identified to act on long term energy / carbon risks (MIT)	B Agency	RL4	Crucial	Implemented	The organisation has identified opportunities very significantly to reduce GHG emissions (or other contributor to climate change) in one or more areas of activity, typically by 50% or more of lifecycle (Scope 1, 2 or 3) emissions (prior to any offsetting).
Organisation values passion for change in mitigation champions (MIT)	D Agents of Change	RL4	Important	Implemented	Many climate professionals have a passion for radical change. The organisation begins to recognise and value these qualities as being essential as it looks for new and creative approaches to mitigation and is more willing to handle the tensions that this might cause.
Project planning designed for flexibility to facilitate breakthroughs (MIT)	G Managing operations	RL4	Important	Implemented	Project plans can be updated regularly and rapidly to take account of learning and to facilitate breakthroughs in mitigation performance.
Bias for action to innovate (MIT)	G Managing operations	RL4	Important	Implemented	Project processes are biased towards action to innovate for breakthroughs in mitigation performance.
Mitigation programme extends beyond	H Programme	RL4	Important	Implemented	Some planned and resourced mitigation activities extend beyond the boundary of the organisation and its direct



sphere of control (MIT)	scope and coherence				sphere of control to achieve improvements on a wider scale.
Mitigation programme flows from core strategy.(MIT)	H Programme scope and coherence	RL4	Crucial	Implemented	The organisation's core strategy recognises energy and / or carbon constraints as potentially material to its core objectives and a programme of activity flows from this.
Use requisite diversity of mitigation expertise on projects (MIT)	I Expertise and evidence	RL4	Important	Implemented	Breakthrough mitigation activity involves considerable expert input from the primary innovator (often the service provider and / or the adviser providing the innovation), but there is also recognition and willing use of the relevant expertise provided by the eventual end-user, by project participants and by project partners.

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 RL5 (RL5), which is what you would come next for your programme once you have successfully implemented the current transition zone:

RL 5. Strategic resilience. As understanding of major threats develops, and as options begin to be identified, it becomes possible in organisations which are able to use RL 5 - Strategic resilience - to put in place programmes to ensure the organisation's resilience in what is likely to be a very different and fast-changing future:

- As senior managers learn more about climate change, there is a noticeable shift into 'strategic responsiveness'.
- Climate change is no longer an additional item to consider but becomes a mainstream business concern with a focus on the ongoing resilience of the organisation (e.g. of capital, services, plant and facilities) both to climate impacts and to a future in which energy is likely to be seriously constrained.
- The centre of gravity for action shifts from a single department, team, manager or champion group to the whole organisation. Organisations need to be able to work at or above RL5 if, for example, they have responsibilities or take capital decisions (e.g. invest in industrial plant or buildings) which have an expected life of two or more decades, if they advise on such decisions or if they have substantial capital sums invested in the stock market.
- Our own and wider research shows that only a few organisations in the commercial sector – and fewer still in the public sector – have yet developed the capacity to work consistently at this level.



An organisation is unlikely to be solidly established at RL5 unless ...

- There is a good basis of activity at Response Levels 3 &
- The issue is being addressed as a core issue in organisational strategy reviews (not just in reviews of organisational or CSR strategy)
- The investment process exercises significant due diligence to increase strategic flexibility in a climate impacted or energy constrained world
- There have been substantial scenario-type studies to recognise and help address strategic vulnerabilities
- There is a programme of action (i.e. not just awareness of issues that need to be addressed) that extends 3 to 5 years into the future

Here is a bit more detail of what to expect next in terms of the different 'pathways' at RL5 (RL5):

A Awareness

At RL4, managers are increasingly aware that the issue is far more than business-as-usual. Organisations begin – for instance – to do in-depth reviews of particular operating areas, looking at how they will be affected by climate impacts or by a radically changing energy economy over strategic timescales – upwards of 10 years.

B Agency

At RL4 the emphasis shifts to finding major new business and / or service models that are appropriate to the future conditions that may be expected over 20+ years and to identifying what has to be done to exploit these. This is inherently a win : win agenda, looking to align climate responses with the organisation's strategic priorities.

C Leadership

Leaders working at RL4 begin to identify major strategic questions that they can't yet answer and commit to getting themselves and the organisation up to speed with the issues. They might personally sponsor certain strategic projects, seeking rapid improvement and staying very closely in touch with what is being learned: it is not just a question of receiving a report at the end. They will often actively participate in projects, demonstrating leading-by-learning. Some might take time out to look at the issue in depth through in-depth workshops or industry working groups.

D Agents of Change

At RL4, agents of change begin to focus on change and innovation. The role recognises the importance of organisational change, with time being set aside to support this. Access to senior decision makers is opened up in key projects. Agents of change are increasingly selected as 'policy innovators' who have a commitment to the specific field of work as much as for their technical skills or



organisational role.

E Working Together

At RL4, the emphasis shifts from consultation to creative working together for several months or more. Organisations recognise that this requires building considerable trust – e.g. by working transparently with conflicting agendas and striving for win : win outcomes. Many participants need help to understand what climate change means for them and to identify options, so support is given to enable them to contribute at a high level.

F Learning

At RL4, projects include a strong learning-by-doing focus with rapid feedback and a search for absolutely leading edge practice to accelerate innovation. Top executives stay closely in touch with what is being learned, looking for strategic as well as operational insights. To make this possible, there need to be processes and facilitators who are trained to help participants identify and challenge beliefs and taken-for-granted strategic assumptions that may be getting in the way of breakthroughs.

G Managing operations

At RL4, the emphasis is on completely rethinking how things are done so as to achieve breakthroughs in performance. Ongoing flexibility in planning is needed to allow changes of direction and project partners as deeper understanding develops and new opportunities emerge. This requires ambitious targets with an emphasis on making changes not on justifying them - while recognising and managing the risks in the process.

H Programme scope and coherence

At RL4, breakthrough projects begin to appear in an organisation's plans as links between climate activity and the organisation's core strategy begin to develop. The scope of activity goes beyond the organisation's own sphere of control to explore opportunities and risks that cannot be tackled in isolation.

I Expertise and evidence

At RL4, unusual approaches are required and project managers recognise the need to engage with a 'requisite variety' of expert perspectives. The organisation brings in people with unusual approaches and skills and will do the necessary research to identify these. It begins to seek out specialist evidence in depth and may begin to contribute expertise itself.



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
Growing awareness mitigation risks and opportunities (MIT)	A Awareness	RL4	Crucial	Partially implemented	There has been analysis of some (but not necessarily of all) strategic risks and opportunities on mitigation
Recognises possible strategic advantage through mitigation (MIT)	B Agency	RL4	Important	Implemented	The organisation is demonstrating an ability to recognise and explore new strategies through the mitigation agenda.
Some opportunities identified to act on long term energy / carbon risks (MIT)	B Agency	RL4	Crucial	Implemented	The organisation has identified opportunities very significantly to reduce GHG emissions (or other contributor to climate change) in one or more areas of activity, typically by 50% or more of lifecycle (Scope 1, 2 or 3) emissions (prior to any offsetting).
Organisation values passion for change in mitigation champions (MIT)	D Agents of Change	RL4	Important	Implemented	Many climate professionals have a passion for radical change. The organisation begins to recognise and value these qualities as being essential as it looks for new and creative approaches to mitigation and is more willing to handle the tensions that this might cause.
Project planning designed for flexibility	G Managing operations	RL4	Important	Implemented	Project plans can be updated regularly and rapidly to take account of learning and to facilitate breakthroughs in

to facilitate breakthroughs (MIT)					mitigation performance.
Bias for action to innovate (MIT)	G Managing operations	RL4	Important	Implemented	Project processes are biased towards action to innovate for breakthroughs in mitigation performance.
Mitigation programme flows from core strategy.(MIT)	H Programme scope and coherence	RL4	Crucial	Implemented	The organisation's core strategy recognises energy and / or carbon constraints as potentially material to its core objectives and a programme of activity flows from this.
Mitigation programme includes experimental 'breakthrough' projects (MIT)	H Programme scope and coherence	RL4	Crucial	Partially implemented	The programme for mitigation includes one or more fully budgeted activities designed to accelerate understanding of the agenda. These go beyond 'business as usual' changes that can be undertaken without new ways of working and thereby generate understanding of barriers that need to be addressed for more far reaching change to be possible.
Mitigation programme extends beyond sphere of control (MIT)	H Programme scope and coherence	RL4	Important	Implemented	Some planned and resourced mitigation activities extend beyond the boundary of the organisation and its direct sphere of control to achieve improvements on a wider scale.
Use requisite diversity of mitigation expertise on projects (MIT)	I Expertise and evidence	RL4	Important	Implemented	Breakthrough mitigation activity involves considerable expert input from the primary innovator (often the service provider and / or the adviser providing the innovation), but there is also recognition and willing use of the relevant expertise provided by the eventual end-user, by project participants and by project partners.