



**Sometown Borough
Council**

**Part 1:
PACT
Summary
Report**

Climate Adaptation

**Self Assessment
February 2012**

Produced by Alexander Ballard Ltd



About this report:

This report was produced by Alexander Ballard Ltd.

Date: Feb 2012

For further information please contact:

Doogie Black

Alexander Ballard Ltd

6 Orwell House

50 High Street

HUNGERFORD

Berkshire RG17 0NE

United Kingdom

Telephone: +44 1488 686286

Email: doogie.black@alexanderballard.co.uk

Mobile: +44 7752 830371



What is the purpose of this report?

This report gives you an evidence-based in-depth insight into where Sometown Borough Council currently stands in addressing the challenges of climate change adaptation. It informs you of your most productive, targeted and cost-effective future actions and can be used immediately to produce action plans. The PACT framework (on which this report is based) was identified by expert reviewers in 2010 as the best framework available to support organisations in their work on adaptation.

This is Part 1 of the report. It gives an overview of your current situation and advises next steps. Part 2 is a more detailed report that can immediately be used by people who are responsible for action planning in Sometown Borough Council.

Why managers should be concerned about climate change

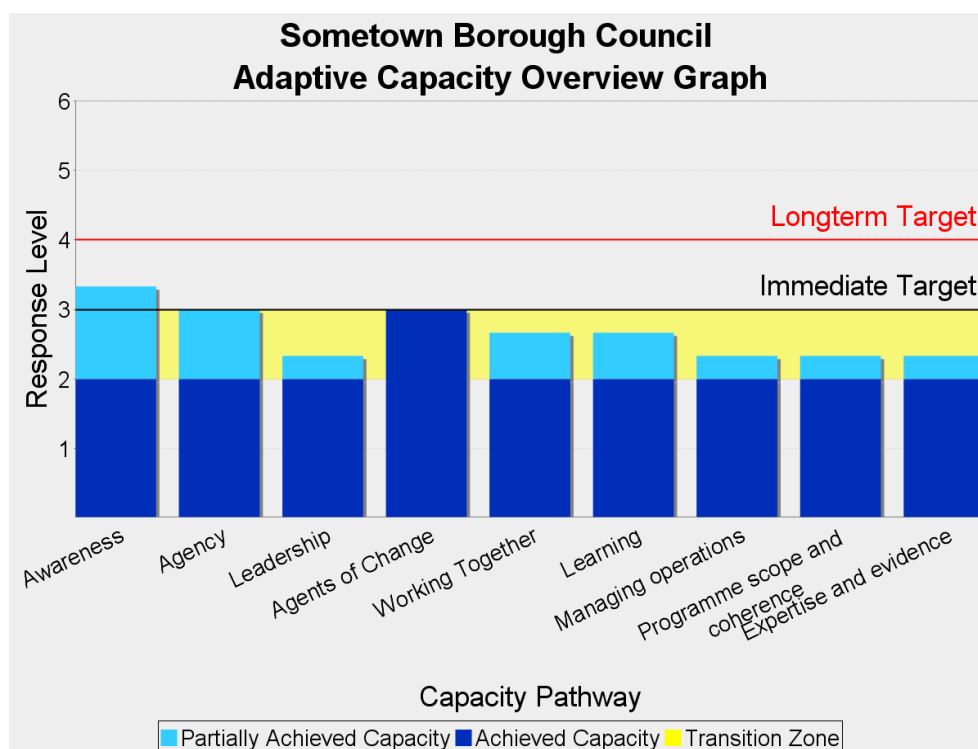
The impacts of climate change (changing rainfall patterns, heat, drought, etc.) provide big new challenges for many organisations since they will often affect operations both directly (through the consequences for processes and assets) and indirectly (through impacts on partners and supply chains). Sometimes climate impacts are already apparent, much more often they can be expected within the lifetime of major decisions, potentially threatening the viability of the courses of action that have been chosen or opening up opportunities for competitive advantage. Your self-assessment shows that Sometown Borough Council operations include decisions and responsibilities that are likely to be affected by climate impacts.

Depending on the industry or sector, these impacts can significantly threaten business continuity. While impacts may occur in the future, the work of preparing to withstand them often needs to be undertaken now.

What is the status of the Sometown Borough Council Adaptation programme?

Your self-assessment of progress suggested that you see yourselves as 'well on the way' in your adaptation programme. This self-assessment review confirms that there has been considerable activity but that further work is required if you are to become well-established at the required level of performance. Here is a graph that gives the current state of Sometown Borough Council's adaptation programme on climate change.





So what does this graph mean?

The **green areas** represent where Sometown Borough Council's current response level on adapting to climate change is solid. Any **lighter blue areas** represent where there are indications of early activity. While the areas of early activity are not yet solid at the higher level, these represent signs of where your business is beginning to move ahead.

The two horizontal lines on the graph show the immediate and recommended longer term target levels of performance for Sometown Borough Council, which were assessed based on the information you provided in your responses to our self-assessment exercise:

The brown line: Your recommended immediate target.

The brown line on the graph represents the level of climate adaptation performance that we strongly recommend that you should reach and maintain into the future. We call this level of performance PACT 'Response Level 3', or 'efficient management'. This is the level of performance where climate adaptation is integrated into your management systems, much as energy management or health and safety might be integrated into 'business as usual'. However at this level, climate adaptation issues would not necessarily usually be seen as among the strategic priorities of the organisation. Nonetheless achieving this level of performance will provide a strong operational foundation from which you can go further if you wish.

The red line: Your suggested longer term 'stretch' target

The red line represents the level of climate adaptation performance that we suggest you consider as a longer term target. This is PACT 'Response Level 4' or 'breakthrough projects'. Achieving this level of performance would allow your organisation to begin to explore some of the bigger strategic challenges that the impacts of climate change pose to your services and to begin (in comparison with others) to look for innovative solutions to them. This level of performance goes beyond the 'good practice' ambitions of PACT



Response Level 3 to find completely new approaches to a major challenge. Although this can be a challenging target, it will be achievable once you have reached your immediate target.

Whether you go on to this new target is your choice: what you decide will depend greatly on whether your management team wishes to be followers or leaders on this agenda. To help you decide, there is a fuller description of what is involved in Appendix 3.

The yellow zone: your current 'transition zone'.

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 'Response Level 2' (or 'stakeholder responsive') to PACT 'Response Level 3' (or 'efficient management'). 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'.

Your performance along the nine PACT 'pathways'

To ensure that your programme is balanced and therefore stable, not likely to slip backwards, it is important to embed performance at the target level across each of the pathways. There is more on the theory and research behind this in Appendix 4.

The nine pathways are derived from extensive research and have been shown to cover what is needed in an adaptation programme. Here is a list, with those where your performance requires little or no attention in black type and with those that appear to require attention in magenta type:

Pathway name and description	Summary of what is required to complete your transition zone.	Current status
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.	Significant activity
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.	Significant activity
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	Early activity

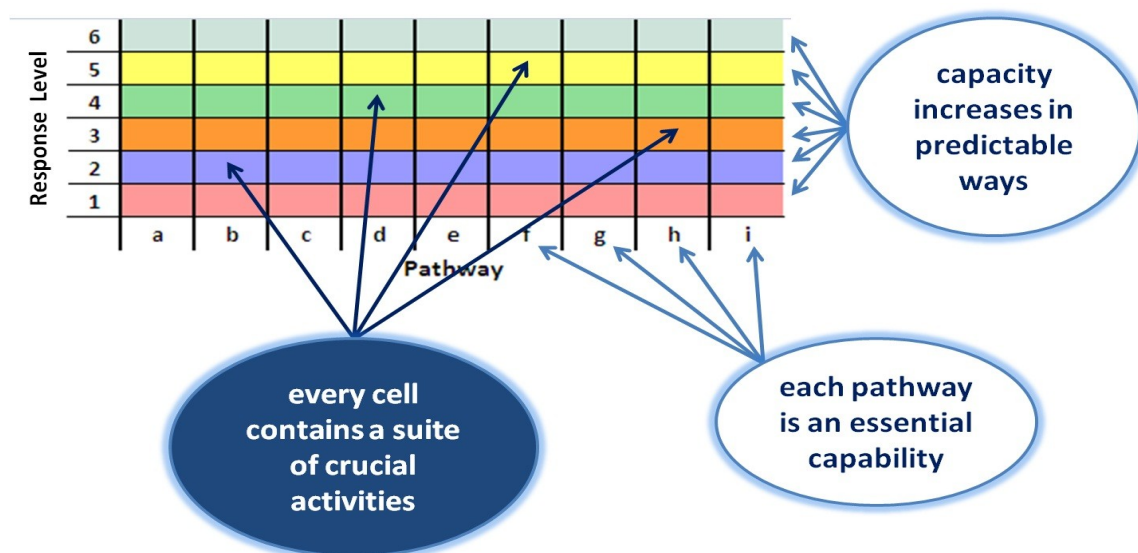


	organisation, leaders become involved in periodic reviews and some might make speeches that support action both within the organisation and more widely.	
E Working Together	An organisation working at RL3 typically sees stakeholders as people - inside or outside the organisation - who can affect, or are affected by, what it does. It follows good practice in identifying, communicating with and involving stakeholders before taking decisions.	Significant activity
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.	Significant activity
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.	Early activity
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).	Early activity
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.	Early activity



How does Sometown Borough Council move forward?

There are 6 PACT Response Levels. Together with the 9 pathways above (see Appendix 4 for more on these) these produce a matrix against which an organisation's capacity to take optimal decisions in light of climate change issues can be measured.



A pathway becomes 'active' when enough of the 'activities' are implemented (this is what we look for in the self-assessment exercise). If performance in any one pathway lags behind, i.e. if not enough activities have been implemented, it is likely to impair the overall response to climate change. Because the pathways are 'complementary', progress needs to be made along each one at the same rate. So it becomes necessary to understand where each 'pathway' stands relative to others – the purpose of this review.

You move forwards by identifying and implementing the activities that need to be implemented in order to complete a transition. These activities for Sometown Borough Council are identified in Volume 2 (your PACT action plan), which therefore provides a powerful basis for action planning.

What to do next

We recommend that your management team should review this report and decide on the level of target that you wish to commit to at this stage. Your organisation may not yet be sure whether you wish to go to the 'stretch' target, in which case you can make this decision this later (we suggest that it may also be a good idea to do so when you have completed work in your transition zone).

Part 2 of this report contains a great deal of detailed information to assist the person responsible for action planning in your organisation. It covers the specific 'activities' that need to be fully implemented in order to consolidate the progress that you have already made and then to move forward to complete work in your current 'transition zone'. It includes some general principles to support your progress.

We attach several other documents that are also designed to help you make progress.

- Appendix One includes the questions that we asked during the self-assessment exercise and the



responses that you gave.

- Appendix Two includes a list of activities that you are already doing that can be used periodically to check that you have maintained the progress already made at the time of this PACT review.
- Appendix Three gives a summary of what would come next if you decide to accept the suggested longer term target above: PACT 'Response Level 4' or 'Breakthrough Projects'.
- Appendix Four gives a more detailed overview of the PACT framework and of the principles that underpin it.
- Appendix Five summarises the PACT self-assessment methodology used in this report.

Other options

While this report is designed to be a 'stand-alone' document, some organisations choose to go further. We offer a number of other options to help you. These can be found on www.pact.co.

In closing

Working on climate change adaptation is challenging but also rewarding. In many cases it can bring very great benefits indeed, helping plan for a future that is likely to be very different, with benefits that can last for decades to the benefit of Sometown Borough Council, of your customers and of wider society. We would like to wish you all the best in your work in this area.

