



**Sometown Borough
Council**

**Part 1:
PACT
Summary
Report**

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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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 mitigation. 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 climate change.

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

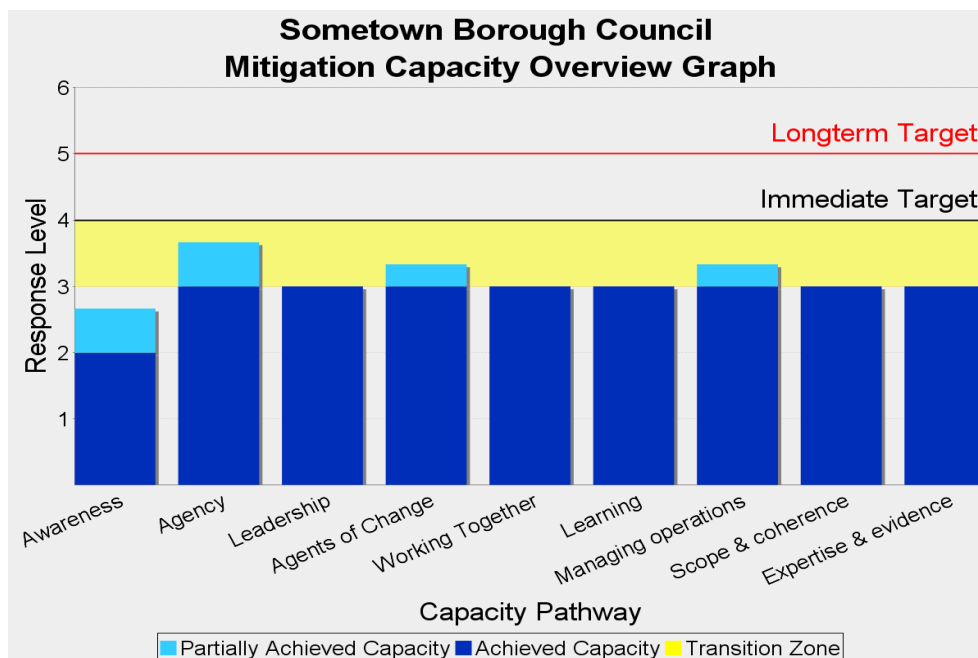
The impacts of climate change (changing rainfall patterns, heat, drought, etc.) provide big new challenges for many organisations since they will often affect operations both directly (through the consequences for processes and assets) and indirectly (through impacts on partners and supply chains). Sometimes 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 Mitigation 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. Here is a graph that gives the current state of Sometown Borough Council's mitigation programme on climate change.



So what does this graph mean?

The **dark blue** represent where Sometown Borough Council's current response level on climate change mitigation 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 black line: Your recommended immediate target.

The black line on the graph represents the level of climate change mitigation performance that we strongly recommend that you should reach and maintain into the future. We call this level of performance PACT 'Response Level 4', or 'breakthrough projects'. 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.

However prior to embracing the challenges of your immediate target, we strongly recommend that you



address your lagging activities at RL3. Your 'Awareness' pathway needs some important work in order to accelerate your responses by addressing the factors will hold back progress on Response Level 4.

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

The red line represents the level of climate change mitigation performance that we suggest you consider as a longer term target. This is PACT 'Response Level 5' or 'strategic resilience'. 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 potato growers in many parts of the UK – 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 3' ('efficient management') to PACT 'Response Level 4' ('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'.

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 mitigation 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 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.	No activity
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	Significant activity



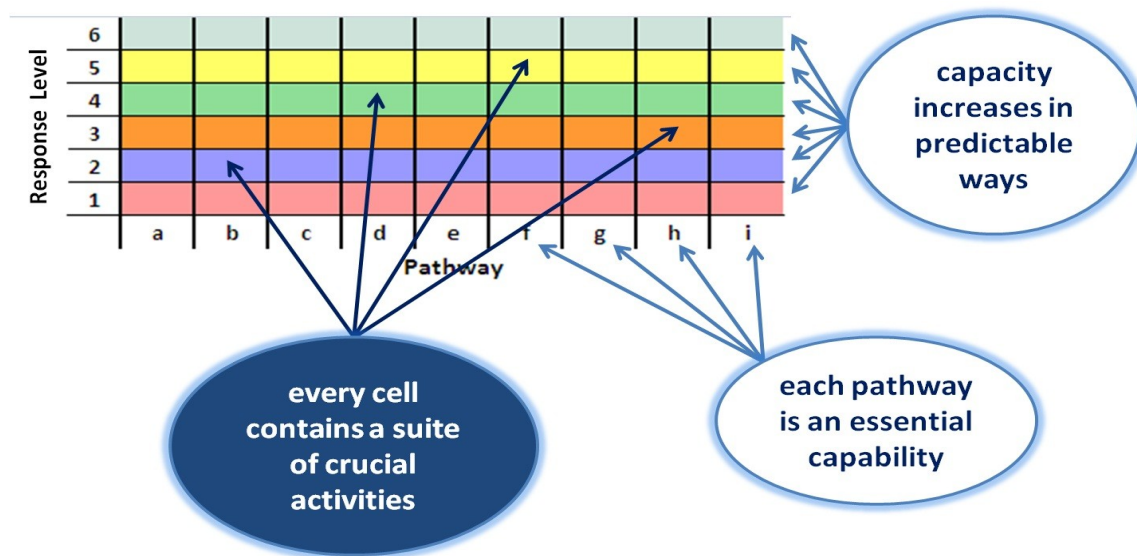
	these. This is inherently a win : win agenda, looking to align climate responses with the organisation's strategic priorities.	
C Leadership	Leaders working at RL4 begin to identify major strategic questions that they can't yet answer and commit to getting themselves and the organisation up to speed 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.	No activity
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.	Early activity
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.	No activity
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.	No activity
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	Early activity



	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.	Not assessed
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.	No 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 mitigation. 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 methodology used to draw our conclusions.

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 mitigation 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.

