



CLASP

Climate Change
Local Area
Support
Programme

Adaptation Resource Pack

Step-by-step guidance for
Local Authorities with case studies
from around the North West of England.

Climate Change Adaptation Risk Assessment in Detail
Service Area: **Business Continuity**
Example: Pendle Borough Council

www.clasp-nw.info

February 2011

Business Continuity Pendle Borough Council

Background

In this CLASP Climate Change Adaptation support project a consultant worked with the local authority to prepare a risk assessment workshop for the key service area. This short document details the process, key lessons and outcomes for Pendle's work on embedding climate change adaptation into business continuity plans.

Timeframe

- May 2010 - NI 188 self assessment for 2009/10 submitted - achieved Level 1
- June – agreed approach with Members and Service Managers to embed adaptation into business continuity plans and processes.
- July local authority application to CLASP for support
- September first meeting with Principal Policy Officer in the Chief Executive's Policy Unit
- Gathered up background documents
- October- Pendle agreed to keep a local indicator on climate change adaptation, despite the abolition of the National Indicator set in its current form
- October met Audit & Risk Manager, Financial Services
- October presentation on climate change adaptation to Management Group
- 16 November risk assessment workshop held
- December onwards - Findings from the workshop and the Business Continuity to be considered by the Business Continuity group.

Embedding adaptation into the Business Continuity planning process took approximately 7 months.

Challenges Before Workshop & How They Were Tackled

<i>Securing senior officer buy in</i>	Presentation to Management Group secured buy in.
<i>Securing Lancashire County Council support</i>	Spoke to Business Continuity Manager at LCC who was conducting Business Continuity peer review.
<i>Risk management buy in</i>	Meeting with Audit & Risk Manager to discuss implications of climate change impacts, how these might increase in future and cumulative impacts affecting ability to respond.
<i>Short term/ crisis management vs longer term recovery</i>	Severe winter conditions in the previous year focused minds on short term impacts in council and LSP, and was a useful hook to get people to think ahead to other climate impacts.

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Initial Questions Asked and Documents Reviewed

- *What is the aim of the process?* In Pendle's case it was to embed climate change adaptation into business continuity plans, but also into emergency plans and longer-term service area planning. Pendle Council are also working with the LSP Climate Change Adaptation Group, which is looking at how to improve winter plans, but we decided not to try to include the whole LSP in the risk assessment process, but to focus on the council first.
- *Who does what? Who is in charge of risk assessment and business continuity? How does the process work? What is on the current corporate risk register/operational risk register/community risk assessment? How do new risks get put on the register? How are service heads involved in the process?*
- *How does Pendle work with Lancashire County Council?* In a two-tier system there are two authorities involved in emergency planning, business continuity and climate change adaptation. It was important to involve the county council in the workshop.
- *What are the biggest risks from weather/climate?* For Pendle initial risks were thought to be flooding in particular areas, surface water flooding (including sewage), severe weather cutting off rural areas and cold and winter deaths and fuel poverty.
- *What plans are in place now?* We collated existing plans, such as the Flood Response Plan, and service area business continuity plans along with disaster response plans for background information. These tended to focus on a very short timeframe (not beyond 2 weeks of disruption).
- *What risk assessment process is used?* In Pendle a Risk Control Form is used with a 3x3 risk impact/likelihood matrix. We used this form in the workshop.



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Management Group Presentation

This short presentation outlined predicted changes to climate and weather at a top level and also included photographs. This was key in securing buy in from senior managers:


Climate Variables

Long Term Weather Changes

- Hotter, drier summers
- Wetter, warmer winters


Increased Frequency of Adverse Weather

- Flooding
- High winds and storms
- Heatwave and drought
- Ice and snow


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Is Do Nothing an Option? Social Impacts

“Deprivation increases vulnerability to climate change and climate change increase deprivation.”




Differential Social impacts of Climate Change in the UK, Jan 2009 - report by CAG for Scottish and Northern Ireland Forum for Environmental Research


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Highest Risk Communities

- Places at risk
 - Susceptible to heat, flooding, storms
- Disempowered
 - Unable to understand or respond to advice
- Socially Deprived
 - More likely to live in places at risk
 - More susceptible due to poor health & housing
 - Less able to retreat
 - Less able to buy their way out of risk
 - Less able to recover quickly
 - More affected by disruption to basic goods and services, health, education, employment



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We asked – Why is this important for Pendle? Is Pendle ready for this? And asked everyone to attend the workshop.

The Risk Assessment Workshop

The workshop included all the management group plus additional people including the drainage engineer and audit and risk management.

For more on the practicalities of running the workshop and conducting risk assessment see the Accelerator Pack – Embedding Climate Change Adaptation into LA Processes.

As a warm-up participants outlined the impacts of different weather/climate scenarios on service areas, and what plans were in place to address these, and where there were gaps.

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Examples of risks identified:

- Policies on home working inconsistent across service areas
- Differing responses across service areas to staff absence due to an inability to reach work
- Business Continuity plans tend to be short term
- Communications about who is responsible for what
- Key knowledge is not always shared
- Crucial infrastructure located in the flood plain
- Impacts of a changing climate on equipment
- Lack of heatwave policy for indoor staff
- Policy gap to deal with post flooding event.

Even though there are risks presented by the impacts of the weather/climate change on service delivery, there are plans in place to handle most of the business continuity situations.

Mixing up people from different service areas in workshop groups is very useful because it shows how services interrelate and rely on each other. It also shows up cross-cutting issues and policies such as communications, IT and Human Resources.

The second exercise was the actual process of risk assessing how Pendle’s Business Continuity Plans (and other plans) deal with the impacts of weather and climate change. To focus the groups, we provided local scenarios of storms and high winds, flooding/surface water flooding (using flood risk assessment maps that show which key infrastructure will be affected) and severe winter weather. We asked the groups to discuss the risks, mitigating actions already in place to manage these and what additional actions were needed.

These were logged on the Pendle Risk Control Form which uses a 3x3 matrix:

RISK MANAGEMENT CONTROL FORM							
Likelihood of Occurrence High Medium Low	4	7	9	Inherent Risk Score	Residual Risk Score	Proposed Risk Score*	Description of Risk
	2	5	8				
	1	3	6				
	1	3	6				
	<small>Noticable</small>	<small>Significant</small>	<small>Critical</small>	<small>Impact on Business</small>			
Mitigating Action/Controls already in place to address risk				Adequacy of action/control to address risk			Source of Funding
1.							
2.							
3.							
+							
Required management action/control		Responsibility for action	Critical success factors & KPIs		Review Frequency	Key dates	Source of Funding
1.							
2.							
3.							
When completed please return this form to Jackie Swift, Audit and Risk Manager, Financial Services							

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Some of the main risks identified are included in the summary chart below. Some show that current actions are not adequate to address the risk, while other risks are well addressed: NB these scores have not yet been moderated.

Description of Risk SEVERE STORMS AND HIGH WINDS	Inherent Risk Score	Mitigating Action/ Controls already in place to address risk	Residual Risk Score	Adequacy of action/ control to address risk
All services Power supply down	8	Emergency Plan. Send staff home. Likely to be able to cope for 1-2 days in most service areas.	8	Inadequate. Not included in Business Continuity Plans. May be significant issue with ability to contact staff, emergency services and public.
All Services Loss of IT systems	6	Uninterruptible power supply for IT centre – reduces likelihood of power loss. Disaster Recovery Plan - systems in place to recover data. Most services able to cope without IT for up to 2 days.	1	Data safety adequate. Problems possible if loss due to power failure – inability to shut down and transfer data. Plans inadequate to cope with loss of systems for > 2 days. Some areas may have significant problems e.g. payroll. Unclear if access to Emergency & Business Continuity Plans and critical communications are IT dependent.
Loss of mobile phone signal	5	Not covered in Emergency Plan	5	Inadequate (risks higher if combined with power loss – raising risk and residual risk to 8).
Operational Services Closure of tip and waste transfer station	6	Reciprocal arrangements in place to use other facilities if accessible. If not, would stop waste collection service temporarily and catch up with workload on overtime in following days. Need to ensure good communication with public.	1	Adequate but resource implications. Reputational impact high if communications inadequate.

Description of Risk FLOODING	Inherent Risk Score	Mitigating Action/ Controls already in place to address risk	Residual Risk Score	Adequacy of action/ control to address risk
Bereavement Services Staff unable to carry out burials	8	Body storage with PCT and funeral directors	8	Inadequate Ability to store and catch up not in place. Sensitivities with Muslim community which requires prompt burials. Problems with registration.
Engineering Services unable to access affected locations	9	Staff currently able to borrow 4x4 from contractors to access affected sites	6	Adequate Ad hoc arrangement seem to be working for now.
Engineering Services unable to collect equipment from depot	5	Sand bags in stock and back up stock with contractor in other area (out of Borough)	5	Adequate provided roads into Borough enables alternative plan to be in place and in place prior to any actual realtime flood.
Engineering Services inability to deal with volume of incidents	5	There is currently not a plan in place to deal with a large volume of flood related incidents	5	Inadequate due to small team

Next Steps

The next steps following the workshop are to:

- Moderate risk scores to ensure they have been assessed consistently (this is very important especially in a workshop context to ensure that scores are in line with the risk assessment criteria and because a wide range of people have been scoring)
- Feedback on Pendle Borough Council's peer review of Business Continuity plans
- Business Continuity plans revised accordingly to pick up findings from the workshop
- Each service area to act on their minimising their risks
- Ensure actions to reduce risks are captured in future service plans.

Longer term the service planning process will be used to capture those actions that will help reduce the risk of weather-related emergencies happening in the first place. This will be facilitated by the Chief Executive's Policy Unit.

In light of the budget cuts, Pendle is aiming to revise the service planning process prior to the implementation of the council's new structure which is due to commence in April 2011. This will help mainstream climate change adaptation with the view that it can still be supported within the reduced capacity of the Policy Unit.

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Useful Resources

The **Hull Floods Project** and Lancaster University Report After the Rain is a very useful report that highlights the social, economic and health impacts of flooding and the 'recovery gap'.

www.lec.lancs.ac.uk/cswm/Hull%20Floods%20Project/HFP_%20outputs.php

The **UKCIP website** has information on business continuity and a case study from the Worcester floods

www.ukcip.org.uk/government/local-authorities/service-areas/emergency-planning/



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For more information on what to do to manage climate change adaptation please see the accompanying documents produced for the CLASP Climate Change Adaptation Support Project.



Why bother to do Climate Change Adaptation without NI 188?



Getting Started on Climate Change Adaptation



Accelerator Pack – Embedding Climate Change Adaptation into LA Processes

Climate Change Adaptation Risk Assessment for:



Planning & Development Rossendale Borough Council



Highways & Transport Cheshire West and Chester Council



Business Continuity Pendle Borough Council



Capital Assets Wigan Council



Emergency Services Liverpool City Council