Delivering Levels 2/3 of National Indicator 188 in Northamptonshire

PROJECT BRIEF AND WORK PLAN

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Owner: Alison Parry

Amended to correspond with Risk Assessment methodology and CAPO Pack

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1 Introduction

1.1 Aim

To reach NI 188 Level 2 by 2010, and to be on the way towards Level 3

1.2 LAA Targets

<table>
<thead>
<tr>
<th></th>
<th>April 2010</th>
<th>April 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northamptonshire LAA</td>
<td>Level 2</td>
<td>Level 3</td>
</tr>
</tbody>
</table>

1.3 Project Background

Action on climate change by an organisation should reduce the future impact of climate change through mitigation by reducing carbon dioxide and other greenhouse gas emissions. Every organisation should also address changes that are necessary to adapt to what are now inevitable changes in the climate and weather patterns. The completion of Local Climate Impact Profiles has identified the vulnerability of local authority services to extreme weather events over the last 10 years and given an estimation of the impact on resources. This process has been completed for Northamptonshire County and the seven District/Borough Councils.

The next step in planning to adapt to climate change involves a comprehensive risk assessment of vulnerabilities to weather and climate both now and in the future. This should allow the authority to identify priority risks for its services. In addition, it is important to identify the most appropriate adaptive responses and to incorporate these within council strategies, plans, partnerships and operations. Each of the authorities has its own targets to meet in line with National Indicator 188 – Planning to respond to climate change as outlined above, and with a number of shared partners believe it is efficient to work together to make progress on this task.

The councils have already begun engaging with partners to identify how prepared they are for inevitable climate change. In the next phase of work the councils aim to encourage the identification of major weather and climate vulnerabilities and opportunities that affect the delivery of the LSP’s objectives. Through this process the councils hope to inspire their partners to embark on a risk assessment process for their own service delivery.

1.3.1 Organisation and resources

This project is a continuation of a region-wide pilot to support planning to adapt to climate change across the East Midlands. It is being financed by the East Midlands Regional Improvement and Efficiency Partnership, coordinated by the East Midlands Regional Climate Change Coordinator and supported by
the UK Climate Impacts Programme. During previous phases, StudentForce for Sustainability have provided CAPO placements to complete the work.

1.3.2 Strategic Drivers

- To achieve the highest rating from the Audit Commission Comprehensive Area Assessment
- To demonstrate a systematic approach to the management of natural resources
- To effectively identify and manage the risks and opportunities from climate change
- To demonstrate our commitments as a Nottingham Declaration Signatories
- To work in an innovative and efficient manner by developing the project across the county
- NI 188 Planning to Adapt to Climate Change – the new performance management framework for local authorities includes an indicator which seeks to measure local authority preparedness to manage risks from a changing climate and to make the most of new opportunities. This indicator has been included in the Northamptonshire Local Area Agreement. This programme of work is aimed to take all the local authorities in Northamptonshire to Level two.

1.3.3 Project objectives

- To ensure that the authorities in the sub-region have a comprehensive assessment of climate threats and opportunities across their operations for specified periods in the future
- To identify priority risks that need to be considered
- To establish methods and procedures to identify adaptation options and develop some priority ‘quick-win’ actions
- To begin implementing some priority actions
- To identify major weather and climate vulnerabilities and opportunities that affect the delivery of the LSPs’ objectives
- To encourage activity amongst LSP partners to undertake risk based assessments of their significant vulnerabilities and opportunities

1.3.4 Budget

There is a budget of £10,000 available from the RIEP. In kind management and supervision will be provided by Alison Parry and Darren Perry.
1.3.5 Project scope

The project covers the geographical area of Northamptonshire. Where necessary the project may consider climate or weather impacts which may originate from outside the sub-region but where significant impacts will occur within the sub-region.

The project will consider weather and climate impacts since 2000 and climate projections to 2045 (with flexibility to consider projections to 2070 for services with longer life spans).

The project will consider the vulnerability and opportunities of all council services.

The project will consider the vulnerability and opportunities that affect the delivery of the LSPs’ objectives with all LSP partners.
2 Work Plan for Projects

2.1 Work Plan Tasks

The following tasks are included within the work plan for NI 188:

1) Comprehensive risk assessment of Council services (for level 2)
   - Step 1a: Local Authorities to conduct their own risk assessments using a common risk assessment methodology
   - Step 1b: Local Authorities to transfer findings from risk assessments into common templates for collation across the region
   - Step 1c: Local Authorities to produce Council adaptation action plan and establish process for performance management and review

2) Risk assessment of delivery of LSP objectives (for level 2/3)
   - Step 2a: Audit of LSP Objectives and LAA/local indicators
   - Step 2b: Risk Assessment of delivery of LSP objectives and LAA/local indicators
   - Step 2c: Identification of adaptive responses

3) Comprehensive area-based assessment, with sub-regional and LA area specific sections (for level 3)

4) Comprehensive risk assessment of LSP partners own service delivery (for level 3)
   - Step 4a: List of LSP partners across Northamptonshire (ie in each of the seven LSPs – noting duplicates)
   - Step 4b: Collation of information collected from LSP organisations in LCLIP phase 3, and gap analysis
   - Step 4c: Risk assessment, and on-going support

Further information on the key requirements for reaching levels 2 and 3 of National Indicator 188 is available in the self-assessment guidance provided by Defra. It is recommended that reference is made to this document throughout the implementation of this work plan.

2.2 Risk Assessment Methodology for NI 188

The methodology for the risk assessment is outlined in the accompanying document within the CAPO Pack along with the templates for the risk assessment.
2.3 Step 1) Comprehensive risk assessment of Council services

2.3.1 NI 188 Requirements

- Requirement for NI 188 Level 2, including starting to implement some responses, e.g. drainage, changes to monitoring practices and LSP presentation (already completed in LCLIP phase 3).

2.3.2 Tasks

There are three main tasks within Step 1:

a) Local Authorities to conduct their own risk assessments using a common risk assessment methodology, within their own resources.

Local Authority services areas will be divided between the local authorities, for each local authority to conduct the comprehensive risk assessment of one allocated service area by October 2009. The following assignment of service areas to local authorities was proposed on 17th June 2009, and is subject to approval by heads of department:

<table>
<thead>
<tr>
<th>Name of Local Authority</th>
<th>Service areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Derby</td>
<td>Arboriculture, Land use planning</td>
</tr>
<tr>
<td>Derbyshire</td>
<td>Corporate property including schools</td>
</tr>
<tr>
<td>Leicester</td>
<td>Already completed within own Adaptation Plan</td>
</tr>
<tr>
<td>Leicestershire</td>
<td>Transport planning, Highways fleet, Public transport, Waste disposal (collection with districts)</td>
</tr>
<tr>
<td>Lincolnshire</td>
<td>Waste collection &amp; disposal</td>
</tr>
<tr>
<td>Northamptonshire</td>
<td>Emergency planning, Business continuity</td>
</tr>
<tr>
<td>Nottingham</td>
<td>Adult social care, Streetscene</td>
</tr>
<tr>
<td>Nottinghamshire</td>
<td>Parks, Leisure &amp; Tourism</td>
</tr>
<tr>
<td>Rutland</td>
<td>Environmental health, Pest control, Infectious disease, Private sector housing</td>
</tr>
</tbody>
</table>

It is suggested that the level of detail for the assessment should be driven by direct impacts on the authority, subject to local circumstances. For example, some authorities may wish to identify relevant impacts outside the area such as migration.
b) **Local Authorities to transfer findings from risk assessments into common templates for collation across the region.**

In October, the results of the risk assessments will be shared, in order to provide starting points and share good practice for the risk assessments of the remaining service areas for all other local authorities. This method will reduce the time requirement of the risk assessments, using the Councils’ own resources efficiently.

**c) Local Authorities to produce Council adaptation action plans, and to establish a process for performance management and review.**

Each local authority will use the data collected in stage b above to inform their own adaptation action plans, and to decide internal governance arrangements. Leicester City Council will update their adaptation action plan using the common methodology, to allow comparison with local authorities in the East Midlands.

### 2.3.3 Template

A common risk assessment template will be designed and used to enable the collation of results of all risk assessments across the region. The same template will be used by LSP organisations, for the risk assessment of LSP objectives and for LSP partners requested to undertake their own risk assessments. The Local Resilience Forum (LRF) will be consulted on template design and the design will consider the format of risk assessments in the 3CAP Highways Project and BACLIAT. The final template will be approved by the UK Climate Impacts Programme (UKCIP).

### 2.3.4 Workshops

Two workshops will be run, focused on Task 1 actions and outcomes:

1. **Service Area Risk Assessment Results (October 2009)** to review the risk assessments conducted by local authorities on the assigned service areas:
   - Gap analysis to identify any service areas which may have been missed
   - Review of the main impacts from each Local Authority for the specific section of service provision covered, including discussion of any issues relating to conducting the risk assessment, potential pitfalls and specific definitions used as criteria for risk assessment where applicable.
   - Documents will be exchanged, including the risk assessment of each service area and a list of impacts.
   - Local authorities will use these assessments as starting points for their own service area risk assessments.

2. **Peer Review Workshop (February/March 2010)** will be held to review the risk assessments including:
- Benchmarking of all local authority risk assessments for Council services, to ensure similar risk levels have been assigned to common impacts.
- List of overall impacts for the region with associated risk levels.
- Identification of groupings of local authorities, and linkages to actions by LSP and external organisations, for work towards actions within adaptation action plans. This will highlight actions for which a sub-regional or regional response will be required or beneficial to ensure adaptation responses across the region are consistent and are implemented efficiently and effectively.
2.4 Step 2) Risk assessment of delivery of LSP objectives

2.4.1 NI 188 Requirements

- Requirement for NI 188 Level 2/3
- Work will be conducted by a CAPO from Studentforce.

2.4.2 Tasks

There are three main tasks within Step 2:

a) Audit of LSP objectives, and LAA and local indicators
The CAPOs will list the LSP objectives and LAA/local indicators from each LSP within their area. Where there are overlaps between the objectives, the group of CAPOs (with the assistance of the Key Project Members) will divide the objectives across the region/sub-region to ensure efficient collection of information, following the method used during the earlier LCLIP phases. The objectives will be divided between the CAPOs based on the current level of work the LSP organisations within their areas have conducted on climate change adaptation. This will enable the results of previous work by specific organisations within the East Midlands, either through the completion of LCLIP studies or independent work on climate change adaptation, to be shared and used to highlight good practice to other similar organisations that are yet to start work on climate change adaptation.

b) Risk Assessment of delivery of objectives (desk-based)
The risk assessment of the delivery of LSP objectives and LAA/local indicators will be conducted for each LSP within the CAPO’s area of work. An assessment will be made of both weather and climate vulnerabilities and opportunities. A common template will be used.

The deadline for completion of this work is the end of September 2009, in order to ensure collation of the information is timely for local authorities with higher targets for NI 188.

c) Identification of adaptive responses (workshops)
Once the risk assessment is complete, appropriate adaptive responses will be identified and inputted into a common template. The responses will be prioritised, and will be used to inform the comprehensive area-based assessment.
Existing events and meetings of LSP partners will be used to assess the climate change risk to the delivery of objectives and for the development and testing of adaptive responses.

Deadline for completion of the workshops to identify and test adaptive responses is October 2009.

2.4.3 Templates

Standard templates are required for the audit of LSP objectives and LAA/local indicators, the risk assessment and the identification of appropriate adaptive responses. All CAPOs/project workers will be required to use the same template to ensure consistency and ease of collation for a regional plan.

2.4.4 Meetings

A meeting (electronic if possible) will be required to collate LSP objectives across the region and assign objectives to CAPOs/Project workers.

2.4.5 Northamptonshire only activity

Northamptonshire local authorities will be recruiting an additional Climate Adaptation Project Officer (CAPO) to support the completion of tasks 1 and 2 with Northamptonshire County Council and the District/Borough Councils. It is currently proposed that the CAPO will:

- Work with County Council officers to pilot the risk assessment methodology on the agreed service areas for Northamptonshire
- Work closely with at least one District Council to quality assure the regional results on District services
- Work closely with at least one District Council on engaging with LSP partners to assess the risk to the delivery of the District LSP objectives that are not included in the sub-regional study
- Use the findings and experience from the above work streams to provide assessments for each of the District/Borough authorities in Northamptonshire

2.5 Step 3) Comprehensive area-based assessment

2.5.1 NI 188 Requirements

- Requirement for NI 188 Level 3
- Work to be completed by StudentForce CAPO with support from Key Project Officers
2.5.2 Tasks
Using the results from the audit and risk assessment of LSP objectives and LAA/local indicators, and from Local Authorities’ own risk assessments, a comprehensive area-based assessment will be developed for Northamptonshire. The CAPO will make use of all available data, including UK Climate Projections (UKCP) 2009 for the region. After compiling the results the CAPO will also seek to identify gaps in the results which require further work (i.e. those activities in the sub-region which are not covered by either local authorities or LSP objectives).

The comprehensive area-based assessment will have the following main sections:

a) Explanation of climate change adaptation and overview of the climatic impacts we can expect in the sub-region
b) Explanation of methodology used
c) Results from the risk assessment of the delivery of LSP objectives and LAA/local indicators in the sub-region, and prioritisation
d) Identification and description of proposed adaptive responses in the county, including timescales, delivery partners and resource requirements
e) Other relevant studies or plans e.g. flood risk assessment and heatwave plans
f) Performance management

2.5.3 Template
A standard template, based on Northamptonshire City Council’s Adaptation Action Plan will be provided. The CAPO may also wish to research other good practice from around the UK.

2.6 Step 4) Comprehensive risk assessment of LSP partners own service delivery

2.6.1 NI 188 Requirements

- Requirement for NI 188 Level 3
- A methodology is to be agreed for use across all LSP organisations, preferably the same method used to collate local authority results.
- Local authority to conduct this task.

2.6.2 Tasks

There are three main tasks within Step 4:
a) **List of LSP partners across Northamptonshire**

The Local Authority (LA) officer will list the LSP organisations from each LSP within their area. A standard table will be created, with the list of organisations inputted into column one.

b) **Collation of information collected from LSP organisations in LCLIP phase 3, and gap analysis**

Using the list of identified LSP organisations, an initial assessment will be made of their understanding of climate change adaptation and any relevant work programmes in place. This will initially be completed by utilising results from LCLIP phase 3, and the data will be inputted into column two of the standard table. Best practice case studies will be developed.

Gaps in column two will identify those LSP organisations where little information is available, and contact (either phone calls or individual visits) will be made in order to gather the required information to complete the table.

c) **Risk Assessment**

LCLIP phase 3 results will be used as starting points for the risk assessments. LCLIPs may not need to be completed for the individual LSP organisations; the LSP organisations could use the findings from the local authority LCLIPs to begin their own risk assessments. This will maximise the time to be spent developing the risk assessments and adaptation action plans, whilst making full use of the previous work from the past LCLIP phases within the region.

The LA officer will provide on-going support to the LSP organisation developing their own risk assessments.

2.6.3 **Templates**

A standard table will be developed for the collection of information about each LSP organisation in the sub-region.

A standard risk assessment template is required for local, sub-regional and regional organisations, compatible with the templates for Council risk assessments and LSP objectives. All LSP organisations will be required to use the same template to ensure consistency and ease of collation for a regional plan.

2.6.4 **Workshops**

Two types of workshop will be run for LSP organisations focusing on Task 4 actions and outcomes:

1. **Introductory workshops** will be held in autumn 2009 for sectors to provide:
   - Standard templates with guidance document and sector specific examples
   - Case study presentations and worked template examples from selected LSP organisations
   - Summary of UKCP 09 scenarios and explanation in workshop
   - List of potential impacts to give ideas and starting points
o **Offer of support and question & answer session**

It is proposed to hold three sector-specific workshops:

a) Emergency services  
b) Business sector  
c) Universities, academia and large voluntary organisations

These sectors are identified as they represent the majority of LSP organisations in the sub-region. However, other organisations are also invited to attend a workshop of their choice, as a proportion of the agenda will be generic.

2. **Peer Review Workshops** will be held by sector group or with group activities to provide:

   o Review of all risk assessments through benchmarking, to ensure common criteria for risk level assignment have been used and similar risk levels have been assigned for the same impact and service area.  
   o List of overall impacts for area with associated risk levels.  
   o Identification of groupings of organisations (local authority, LSP and external) for work towards actions to be included within adaptation action plans.

Please Note: Peer review sessions are used by Health & Safety risk assessment groups in order to ensure consistency in approach.

Northamptonshire may conduct in 2010/11 dependant on resource availability, if the CAPO is unable to complete Task 3 within 2009/10.
3 Description of Work Plan Items

3.1 UK Climate Projections (UKCP) 02 and 09 Scenarios

Climate change adaptation work in the sub-region to date has relied on data from UKCP 02 scenarios and from LCLIP phases 1 to 3. These highlight the main projected changes in climate. A summary of the UKCP 02 projections will be provided to local authorities and LSP organisations, including the main changes in climate variables along with timescales (2020s, 2050s, 2080s).

The UKCP 09 scenarios were launched nationally on 18th June 2009, and will be launched regionally in September 2009. Training sessions will be made available to local authorities and LSP organisations – priority officers will be provided training in September, further sub-regional events will be held the week commencing 9th November 2009. The sessions will include an explanation of the main findings for the region from UKCP 09 and a practical IT session on using the software. The session will be free to attend, but places will be allocated on a first come, first served basis.

A summary of the UKCP 09 scenarios projections will be sent to local authorities and LSP organisations and will be made available on our Council websites. The summary will include the main changes in climate variables along with timescales (2020s, 2050s, 2080s). [Please note: 2020s = 2010 – 2039; 2050s = 2040 – 2069; 2080s = 2070 - 2099]

3.2 List of Potential Impacts

The results of the LCLIP studies (and interview documents), 3CAP project and sector specific LCLIPs will be used to compile a list of potential impacts by sector to provide LSP organisations a starting point for identifying impacts within their organisations. This will speed up the process of identifying impacts, and will allow the organisations to compare their organisation to the list to determine which of their services may be impacted and identify the areas in which they need to act.

3.3 Workshops

All workshops with LSP organisations will be grouped by sector or allow time for working in sector-based groups. Potential grouping for events are:

1. Emergency Services
2. Businesses
3. University/Colleges and large voluntary organisations
The Local Resilience Forum (LRF) will be receiving a separate presentation at the LRF meeting on 9th September 2009. Before the LRF presentation we will need to develop:

- A recording system for LRF to implement, e.g. number of deaths, tree falling
- Risk assessment method and templates for Tasks 1 – 4 for consultation. Consultation with UKCIP (UK Climate Impacts Programme) will take place in July 2009.

Biodiversity and conservation groups could potentially be tackled through a separate workshop relating to NI 197 with the support of Natural England. Northamptonshire County Council is looking at holding a training day for service managers and members of LSP and Parish Councils.

Small businesses and organisations could be involved at a later stage, potentially 2010/11 onwards.

Schools are not included within the work plan, due to inclusion through the Local Authority’s own comprehensive risk assessment (Task 1).

### 3.4 Case Studies

Organisations which have already completed the risk assessments/LCLIPs will be asked to act as a case-study for other organisations within their sector. The case studies will be used to highlight good practice and issues they found through their work, and also provide a worked example of how to fill in the templates. Prior to the workshops, the Key Project Members/CAPOs will work with the case study organisations to fill in the templates from the information they have already gathered in their previous work, to ensure the examples follow agreed criteria and guidance.

### 3.5 Support

LSP organisations will be given contacts for information and support when completing their risk assessments. The support will begin with the workshops and will continue until the end of NI 188 in March 2011, when it is envisaged that each participating LSP organisation will have established their own internal mechanism for implementing their adaptation action plan and recording progress. This is a key requirement for achieving level 4 of NI 188.
3.6 Templates

Templates will be used for the risk assessments for Tasks 1 – 4 with compatible excel sheets / word documents developed for each of the following:

- Step 1a&b: Risk Assessment Form for Local Authority for Collation
- Step 1c: Collation of Local Authority Risk Assessment Forms
- Step 2a: Standard Form for audit of LSP Objectives and LAA/local indicators
- Step 2b: Risk Assessment Form for delivery of LSP objectives and LAA/local indicators (same as step 1a)
- Step 2c: Standard Form for identification and collation of adaptive responses
- Step 3: Template for comprehensive area-based assessment (see section G below)
- Step 4a and 4b: Standard table for list of LSP partners and initial assessments
- Step 4c: Risk Assessment Form for LSP partners (same as step 1a and 2b)

Parts of the templates will be mandatory and are to remain in the format received, whilst other parts of the templates will be flexible to enable organisations to include additional information and adapt to suit their needs.

3.7 Action Plan Template

All local authorities and LSP organisations will be provided with an action plan template. The information gathered from the risk assessments will be used to develop the action plans.

The standard templates will be accompanied by guidance documents including:

- Instructions on how to fill in the templates.
- Definitions of risk levels and impact levels (through sector specific examples).

Linkages between local authority areas, LSP organisations and any external organisations will be highlighted. Progress on the delivery of Climate Change Adaptation Action Plans will be reviewed by Local Authority internal governance arrangements, during LSP meetings and biannually/annually by the Project Board, Key Project Members and Project Stakeholders (where appropriate).
4 Climate Adaptation Project Officer (CAPO) Requirements

The main activities of the CAPO will be to collect and collate information to complete the template adaptation action plan.

CAPO to be in place for 8 months (August 2009 – April 2010). £20,000 for project to cover the cost of the CAPO, travel expenses, and remainder to be spent on holding workshop events.

The following will be available to the CAPO once in post

- Job/work description
- Work plan, including time line of milestones and deadlines
- Supervision arrangements including
  - Fortnightly meetings with Project Team
  - Expenses to be signed off by Northamptonshire County Council (NCC) as hosts (paid by EMRA)
  - Timesheets to be approved by NCC
- Project progress reports required monthly
- Summary documentation of current progress towards NI 188 and previous LCLIP Phases 1, 2 and 3 reports
- NI 188 Self assessment matrices for 3 areas of the sub-region
- Provide training in risk management if required
- Induction day or 2 days to go through current work on NI 188/LCLIPs and go through work plan and timescale. Organisational induction at host site.
- Templates for risk assessment and adaptation action plan to be provided
- Meeting to review the risk assessment with the Project Team Members to peer review the assessment levels and impacts included.
- Project Team Members to attend LRF meeting in September with CAPO.
- LSP objectives for 3 areas in sub-region
- LAA priority indicators and local indicators
5 Communications

<table>
<thead>
<tr>
<th>Individual or Group</th>
<th>Influence</th>
<th>Impact</th>
<th>Their interest or issues</th>
<th>Means of Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Management Team</td>
<td>H</td>
<td>H</td>
<td>Supporting the interview process and access to information on impact</td>
<td>Senior manager report and briefings</td>
</tr>
<tr>
<td>LSP partners</td>
<td>L</td>
<td>L</td>
<td>Possibility that results could support their adaptation strategies</td>
<td>Through LSP</td>
</tr>
<tr>
<td>Members</td>
<td>L</td>
<td>L</td>
<td>To be up to date on work being completed in the Council</td>
<td>Members Information Service</td>
</tr>
<tr>
<td>Community</td>
<td>L</td>
<td>M</td>
<td>Climate vulnerability and to know Council taking action</td>
<td>Council newsletters and press release</td>
</tr>
<tr>
<td>Staff</td>
<td>L</td>
<td>M</td>
<td>Changes to practices from adaptation strategy</td>
<td>Newsletters and briefings</td>
</tr>
<tr>
<td>Finance Dept</td>
<td>L</td>
<td>H</td>
<td>Financial costs of not adapting</td>
<td>Briefing and presentation</td>
</tr>
</tbody>
</table>

**Influence:** the level of influence on the successful outcome of the Programme - High (H), Medium (M) or Low (L)

**Impact:** the level of impact that the Project will have on the person or group - High (H), Medium (M) or Low (L)

6 Risks and Issues

<table>
<thead>
<tr>
<th>Description</th>
<th>Impact</th>
<th>Prob'y</th>
<th>Mitigating actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivering comprehensive risk assessment in all authorities too onerous</td>
<td>H</td>
<td>M</td>
<td>• Use consistent approach and build on existing systems</td>
</tr>
<tr>
<td>UKCIP09 Climate projections further delayed</td>
<td>H</td>
<td>L</td>
<td>• Use 02 existing projections</td>
</tr>
<tr>
<td>Poor cooperation from LSP partners</td>
<td>H</td>
<td>M</td>
<td>• Engage through LSP Boards</td>
</tr>
<tr>
<td>Information not documented appropriately</td>
<td>H</td>
<td>L</td>
<td>• Collect all data and store on Council server</td>
</tr>
<tr>
<td>CAPO placement leaves</td>
<td>H</td>
<td>M</td>
<td>• Manage process and keep up to date, double up on activities to allow contingency</td>
</tr>
</tbody>
</table>

**Description:** A text description of the potential problem (or the existing problem in the case of an issue) and what the result would be

**Impact:** a subjective evaluation of the scale of the impact of the risk, should it happen - High (H), Medium (M) or Low (L)

**Probability:** a subjective evaluation of how likely the risk is to occur - High (H), Medium (M) or Low (L), or I if it is a current issue

**Mitigation:** who will take what action, by when, to manage the risk