

# PEMBROKESHIRE CLIMATE ADAPTATION STRATEGY

## Workshop 2:

### BEST PRACTICE IN CLIMATE RISK AND ADAPTATION: WHAT FITS FOR PEMBROKESHIRE?

March 2022



**UK Government**  
**Llywodraeth y DU**

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## 1. Introduction

- 1.1 This brief report summarises an online workshop run on 22<sup>nd</sup> February 2022. This workshop was the second of six being run between January and June 2022 for partners to develop a county-wide Pembrokeshire Climate Adaptation Strategy.<sup>1</sup> The process is being co-ordinated by Pembrokeshire Coastal Forum (PCF) and Netherwood Sustainable Futures (NSF), with the support of Pembrokeshire Public Services Board and Pembrokeshire County Council. The support is funded by UK Community Renewal Fund.
- 1.2 This activity is seeking to involve key agencies, all parts of the Council, the National Park, businesses and local community organisations, to develop a five year strategy to increase the resilience of Pembrokeshire to future climate risks.
- 1.3 It is important to note that this work is about coping with future changes to the climate in Pembrokeshire. It is focused on the following:
- Climate Adaptation** which helps to minimise risks from changes we are already bought into from past emission, including unpredictable severe weather; sea level rise; changes in natural systems that we rely on.
  - Climate Risks**: multiple risks likely to arise from changes to our climate: which may impact on the local economy; natural environment; infrastructure; communities; people's well-being both now and in the future.
  - Climate Resilience** ensuring that the county can deal with the risks from climate change and be prepared for the future.
- 1.4 It should be clear that this work is not about **Climate Mitigation** which aims to reduce, prevent and limit the rate of emissions which contribute to climate change from Pembrokeshire.; or **Decarbonisation** which removes or extracts carbon from energy sources used in Pembrokeshire, reducing carbon dioxide emissions. Other work is underway in Pembrokeshire by public bodies, business, and industry and third sector and community groups to address these issues.
- 1.5 The aim of this second workshop was to:
- reflect on the outputs of Workshop 1
  - explore best practice on climate risk and adaptation from partnerships, Councils and organisations from the UK and Ireland
  - identify elements of practice from these which could be included in the Pembrokeshire Climate Adaptation Strategy
  - reflect on the participants learning of what makes successful and unsuccessful strategy to inform their thinking
- 1.6 PCF and NSF, with support from Pembrokeshire Public Services Board invited attendees from the public, business, utility, academic and community sectors. A total of 19 people attended contributing to a series of exercises on the day. Attendees are shown in Appendix B.
- 1.7 These exercises have provided valuable information which will be used to inform later stages of Strategy development. The following sections describe and provide some analysis of the information gathered in the workshop.

## 2. Reflections on Workshop 1 – what the Strategy must do.

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<sup>1</sup> See Appendix 1 for the Workshop Agenda and Workshop Programme between January and June 2022

2.1 NSF provided an overview of Workshop 1 to remind participants of the key issues explored: project context; CCRA3, the 61 risks and why it's important to Pembrokeshire; existing plans and activities which help; evidence and gaps in our understanding; using CCRA3 to dig deeper; stakeholder analysis<sup>2</sup>. Two slides were shown which summarised the outputs (see Appendix C).

2.2 Participants in Workshop 2 were invited to answer the following questions:

**Q: What are the three things the Pembrokeshire Climate Adaptation Strategy must do over the next five years.**

The aim of this exercise was for the group to explore the function of the strategy.

2.3 This exercise identified 'must do's in three categories: The **content** of the strategy, the **approach** to the strategy and areas of **focus**, summarised below:

2.4 In terms of the **content** – responses indicated that the Strategy should provide the following

- a) an **overview of climate risks** and how they will change in the future
- b) outline **competing demands, options and choices** to deal with climate risk
- c) clear, accessible and robust **information** to inform decision makers and communities
- d) a list of **key priorities** and **assets at risk**
- e) mechanisms/processes to **avoid lock in activity** which increases climate risk
- f) a clear **roadmap & timetable** which aligns action on infrastructure
- g) **identified actions** for the short term (5 years) and medium term (beyond 5 years)
- h) a clear **plan to adapt assets** which need to be protected or managed retreat
- i) mechanism for tracking and communicating **progress** with actions
- j) **monitoring** to support delivery and communications
- k) **metrics** for evaluating adaptation actions

2.5 For the **approach** to develop and implement the Strategy, participants felt that the following issues were important:

- a) an **inter-generational focus** including future generations
- b) provides an **ongoing platform** for strategic, organisational and community action on this issue and framework for authorities, organisations, industry, communities and individuals to work together
- c) an **agreement to deliver actions** by key organisations
- d) **transparency** in the approach to establishing priorities
- e) wide **political and public buy-in**
- f) **coordinated delivery** from PSB members
- g) a combination of **top down and bottom-up** activity to deliver action at strategic, organisational, operational and community levels
- h) establish **deliberative democracy**<sup>3</sup> on climate risk

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<sup>2</sup> Note: there is a separate report on this workshop available from PCF

<sup>3</sup> Deliberative democracy is a political theory which is underpinned by the tenet that political decisions should be the product of fair and reasonable discussion and debate among citizens.

2.6 Participants were also able to determine particular aspects of delivery that the Strategy should **focus** on which included:

- a) focus on **natural systems** to tackle risks through nature recovery plans/work including the role of community
- b) identify **funding sources and scales of funding** required to enable adaptation of infrastructure
- c) focus on the role of **farms and landowners** in soil and water management
- d) focus on the **marine environment** and stakeholders
- e) focuses on **multiple locations** across Pembrokeshire
- f) factor in **residual life of coastal defences** related to sea level rise to inform investment
- g) **work with coastal communities** on actions

### 3. Case Studies of approaches to climate risk & adaptation planning

3.1 A PowerPoint presentation was provided from Dr. Alan Netherwood<sup>4</sup>, co-author of the UK **Climate Change Risk Assessment 3** with the UK Climate Change Committee and author of the **CCRA3: Wales Summary** Report. The aim of this was to share examples of practice both good and less so, to stimulate participants thinking on what aspects of practice might be applicable to Pembrokeshire (or not). This presentation has been recorded and is available to watch here: <https://youtu.be/xPAN8J2NBaM>

3.2 The presentation covered the following case studies:

**Devon, Cornwall and the Isles of Scilly:** an approach focused on ‘the issue’ rather than local risks, emphasising the scientific background on climate change; an explanation of projections to 2059; regional statistics and maps; with limited analysis and lack of clarity of progressing actions.<sup>5</sup>

**Bristol’s One City Climate Strategy:** which frames climate risk and adaptation as part of a ‘climate resilient’ city with a short-term focus to 2030; the overwhelming focus is on Net Zero with climate adaptation focused nature recovery and infrastructural interdependencies. There is no delivery programme associated with the Strategy. This sets out the ‘ought tos’ at a broad level.<sup>6</sup>

**Kent & Medway:** an approach focused on establishing a severe weather impacts monitoring system to track impact and costs; work through emergency planning and collaboration with academia and consultants to provide them with analytical tools, including GIS to provide evidence. County-wide engagement and collaborative actions are yet to be progressed.<sup>7</sup>

**Wales Historic Environment Sector Climate Action Plan:** an approach which engaged extensively with experts on CCRA2 risks; detailed analysis on climate risks to different types of historical assets from different future conditions; provides maps, linked policy, case studies; and

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<sup>4</sup> Alan is also an Honorary Research Fellow at Cardiff University specialising in climate change governance and has published widely on this issue:

<sup>5</sup> <https://www.devonclimateemergency.org.uk/adaptation-plan/>

<sup>6</sup> <https://www.bristolonecity.com/wp-content/uploads/2020/02/one-city-climate-strategy.pdf>

<sup>7</sup> <https://star2cs.com/pilot-projects/climate-change-adaptation-programme-for-kent-and-medway/#:~:text=The%20Adaptation%20Programme%20aims%20to,and%20provides%20wider%20co%2Dbenefits.>

identifies research needs it provides 23 specific actions, outputs and outcomes with no clear plan on how to implement them.<sup>8</sup>

**Cork City Council's Climate Adaptation Strategy:** a 5-year programme to build climate resilience and engage partners. This focuses on public assets: infrastructural; natural; heritage and is designed to support area planning: including risk assessment and actions on road and bridge vulnerability; forestry; grey and green solutions.<sup>9</sup>

**Aberdeen Adapts** makes the case for actions on climate risks related to people; assets; decisions; costs; resources; long term strategy. It provides 46 actions with indicators: assets; nature; infrastructure; people; evidence. There is no indication of who, how or when action might be delivered. Actions can be open to interpretation and accountability for delivery is unclear.<sup>10</sup>

**Birmingham Airport** are required by UK Government to report annually on their approach to climate risk. They have identified risks; identified business impact; scored the risk; determined existing controls; further actions using a 'classic' business risk matrix. There are 38 risks in the risk register – used as a management tool for implementation.<sup>11</sup>

**West Midlands Region** produced a strategy using CCRA3 with expert groups to identify priority risks. They identified 71 actions that could be taken to build resilience: infrastructure; natural environment; health; business and industry. This is an analysis of the issue with recommendations to decision makers. There is no delivery mechanism.<sup>12</sup>

**Climate Ready Clyde** produced by **Glasgow City Region** includes scenarios for an unadapted region and a region flourishing in a future climate; actions 2021-25, by 2030 and by 2050; detail on: what needs to happen; where we are now; who needs to do what. The approach includes strategic interventions; place-based interventions and actions to establish both adaptation finance and ongoing governance of climate risk. A focus is on re-organising partner resources and approaches to address climate adaptation.<sup>13</sup>

A slide was also shared on a hierarchy of Strategies, Programmes and Projects using HM Treasury methodology to illustrate how the Pembrokeshire Climate Adaptation Strategy could be structured, to help participants understand the differences and relationships between different elements of strategy delivery (see Appendix D).

## 4. What elements of the case studies would fit (and wouldn't fit) for Pembrokeshire?

4.1 Attendees were asked to undertake an exercise to consider the following questions:

**Q: identify elements of the case studies which might fit for Pembrokeshire – and why?**

**Q: identify elements of the case studies which would not fit for Pembrokeshire – why?**

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<sup>8</sup> <https://cadw.gov.wales/sites/default/files/2020-02/Adaptation%20Plan%20-%20FINAL%20WEB%20-%20English%20%281%29.pdf>

<sup>9</sup> <https://www.corkcoco.ie/sites/default/files/2020-09/cork-county-council-climate-adaptation-strategy-2019-2024.pdf>

<sup>10</sup> <https://www.aberdeencity.gov.uk/services/environment/climate-change/adapting-climate-change>

<sup>11</sup> <https://www.gov.uk/government/publications/climate-adaption-reporting-third-round-birmingham-airport>

<sup>12</sup> <https://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/West-Midlands-Climate-Change-Risk-Assmt-Adaptation-Plan-2021-26-Final.pdf>

<sup>13</sup> <http://climatereadyclyde.org.uk/adaptation-strategy-and-action-plan/>

The responses are summarised below.

#### 4.2 What WOULD FIT – elements which could be included in the Strategy

- a) use of **scenarios** to engage organisations and businesses in the strategy and delivery of actions
- b) baseline/analysis of **Pembrokeshire specific risks**
- c) use of a **climate risk register** style to provide a baseline; engage management, getting specific actions in place; and to measure progress in delivery
- d) use of **GIS and other technology** to communicate the risks to stakeholders and the public
- e) **resource audit** - look at what we have and how we can use/adapt what we have to take forward actions
- f) different **timescales**, with milestones to be achieved across multiple timeframes
- g) reorganising **partners existing resources** towards delivering actions on priorities
- h) proper **financial collaboration**. For the greatest benefit overall, not just in the budget holder's remit.
- i) linking **urban adaptation with regeneration** of town and city centres
- j) facilitation and governance for **cross-border collaboration** around nature and infrastructure
- k) focusing on **strategy, programme and project** hierarchy
- l) a series of **specific actions in an implementation plan** that has resource identified to be delivered by **management and executives of partners organisations**
- m) extending the risk assessment approach to **materiality assessment for different communities**.

#### 4.3 What WOULD NOT FIT – elements which perhaps should not feature in the Strategy

- a) focus on **physical assets only**
- b) **data and evidence heavy** but light on actual details of how things are going to be done
- c) a strategy that doesn't involve all relevant **stakeholders**
- d) a focus just on **emergency planning** or risk management for **specific facilities**
- e) **siloed focus** rather than optimising multiple outcomes
- f) too much focus on **vision** and high-level strategy and **not enough on action, timescales and costs/funding**.
- g) **short term focus just to 2030** - new impacts and data will emerge before then which could inform the strategy as it evolves
- h) overly urban and people focus **marginalising nature and biodiversity**
- i) too much focus on **coastal impacts** (although they are important) without considering the **agricultural heartland**

4.4. Partners will be able to use the above information to help to shape the Pembrokeshire Climate Adaptation Strategy, specifically to:

- consider the scope, focus and processes involved
- identify specific actions to address climate risks
- develop their thinking on mechanisms for delivering and resourcing the actions

## 5. Reflecting on past and current strategy in Pembrokeshire

5.1 Attendees were then asked to undertake a final exercise to consider the following questions:

**Q: which past and current strategies in Pembrokeshire have worked? Why?**

**Q: Is there anything we can learn from Pembrokeshire strategies which haven't worked?**

The aim of this exercise was to see what could be learnt about effective/ineffective Strategy in Pembrokeshire to inform partners' work on climate adaptation.

## 5.2 The responses were limited but focused on characteristics of successful strategy:

- outcomes that all users can get to grips with
- strong stakeholder working
- avoiding silo working
- community engagement and action planning
- bringing experts and those with decision making powers to the table
- delivery through task and finish groups
- short and digestible
- actions need defined sequencing, resourcing, an assessment of complexity, outcomes, outputs and impacts with KPIs.
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## 5.3 Commentary on less successful strategy included:

- lack of influence of strategy on decision makers and decisions made
- the ability of decision makers and key actors to set strategy aside without consequence
- misunderstanding of the complexity of strategies and programmes by decision makers
- inaccessible, complex strategy which goes out of date quickly
- consultation fatigue in communities
- lack of evidence and communication of implementation

5.4 Partners will be able to use the above information to help to shape the Pembrokeshire Climate Adaptation Strategy.

## 6. Plenary discussion

### 6.1 Additional comments from discussions throughout the workshop emphasised the following issues:

- the role of the newly established **South West Wales Coordinating Joint Committee** with responsibilities for regional working on energy, transport and development, needs to be considered in the Strategy
- an analysis and overview of the **financial implications of action/inaction** would be a key outcome of a strategy
- the need for the Strategy to focus on activities which deliver **climate risk management and decarbonisation** together for example through land management which helps with flood risk and carbon sequestration<sup>14</sup>
- the **need for the strategy to influence** senior leaders, middle managers to influence the decisions they make, how they invest money and deliver on the ground

## 7. Next Steps

Climate Adaptation Surgeries have been organised by PCF and NSF to focus on the 61 risks from CCRA3 with expert groups: these are: Infrastructure 10<sup>th</sup> March, Community 14<sup>th</sup> March, Business & Industry 16<sup>th</sup> March, and Natural Environment and Agriculture 17<sup>th</sup> March.

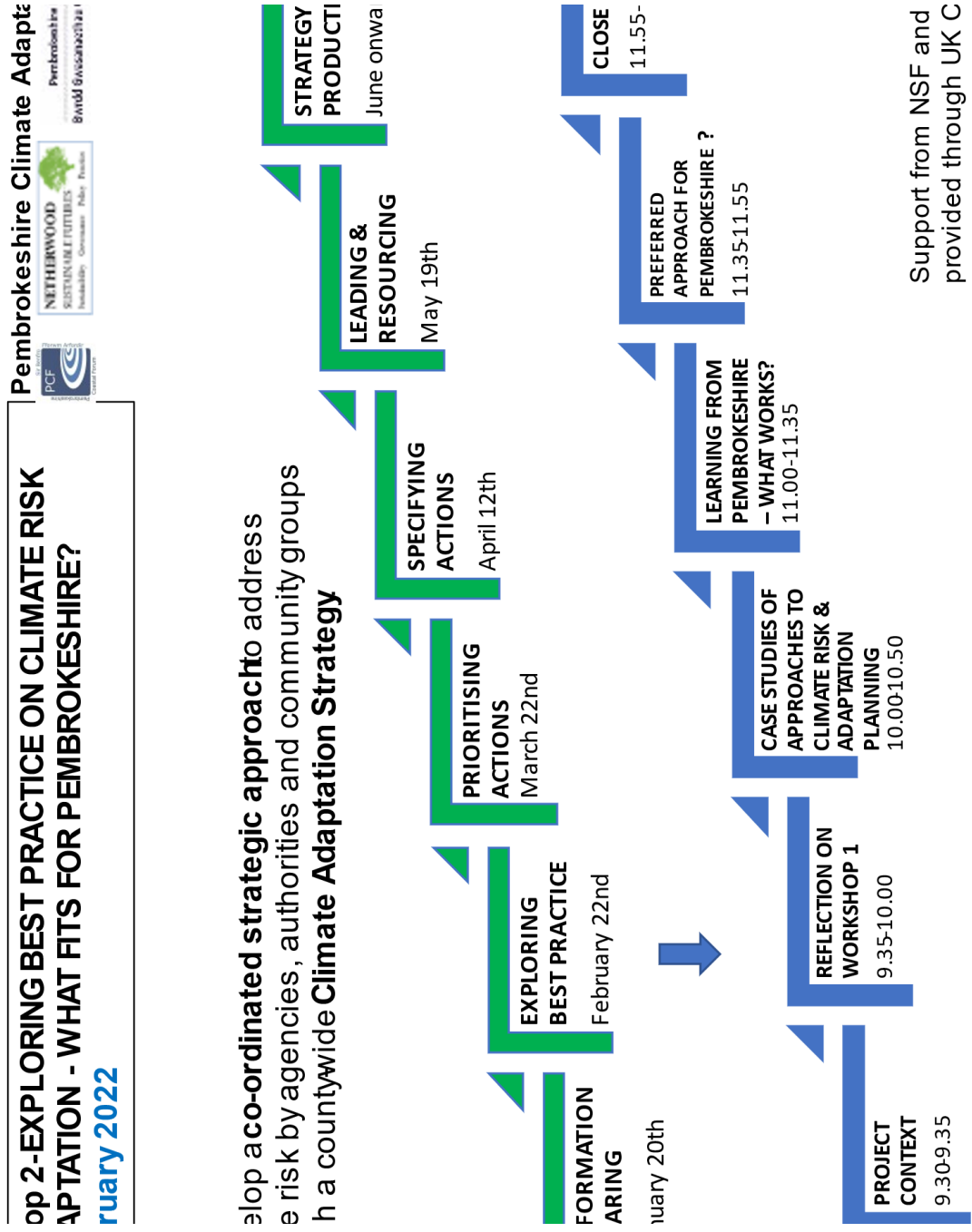
The next workshop is on 22<sup>nd</sup> March **Prioritising Climate Adaptation Actions** This workshop will reflect on Workshops 1 and 2 and explore the range of activity which is needed at strategic; organisational; operational; community levels across Pembrokeshire, A short-list of priorities will be

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<sup>14</sup> Grwp Resilience have offered to support thinking on this through strategy development.

identified around the above themes, and for each, what is achievable over the short and medium term.

Appendix A Workshop Agenda and Workshop Programme between January and June



## Appendix B Participants in Workshop 2 – Best Practice

Zoe	Abbott	Keep Wales Tidy
Yvette	Eley	NRW
Anna	Frizzell	RNLI
Nicola	Gandy	PCNPA
Paul	Harries	Newport Town Council
Tom	Latter	Transition Bro Gwaun
William	Mansfield	NRW
Vicky	Moller	Grwp Resilience
Jonathan	Monk	Milford Haven Port Authority
Amy	Nicholass	Active Travel West Wales
Richard	Park	NRW
Jemma	Rees	PCC
Ant	Rogers	PCC
Robert	Smith	PCC
Emma	Taylor	NRW
Sarah	Thorne	Hywel Dda
Rebecca	Voyle	Farmers Union Wales
Emma	Wiik	NRW
Liz	Williams	Visit Pembrokeshire

## Appendix C Summary of Workshop 1

**PEMBROKESHIRE CLIMATE ADAPTATION STRATEGY#2**  
**9.35 -9.45**  
**REFLECTION OF WORKSHOP #1**  
**ACTIVITY NEEDED AT MULTIPLE LEVELS**



### Strategic

- business and industry
- future emergency services
- Links to nature recovery
- broad infrastructural impact
- role of agriculture
- internal migration
- tourism

### Operational

- agricultural production
- options on coastal strip management
- heritage asset management
- natural asset management
- land management approaches

### Organisational

- multiple plans relevant to climate risk
- unclear on their specific contribution
- how do they reduce the risk?
- low profile of multiple CCRA3 risks and forward planning?

### Community

- links to mental health and well-being
- complexity of communication
- at risk community engagement
- role of land managers and farming community
- engaging communities across Pembrokeshire

**PEMBROKESHIRE CLIMATE ADAPTATION STRATEGY#2**  
**9.35-9.45**  
**REFLECTION ON WORKSHOP #1**  
**EXISTING ACTIVITY AND GAPS**



### Existing plans and strategy

- need to understand specific contribution
- beyond a broad recognition of risk as an issue
- how have they used CCRA?
- how does the plan build resilience?
- better understanding of gaps?
- homework for plan owners?

### Evidence

- future flooding (community level)
- landscape management (landscape level)
- habitats and species (national level)
- agriculture (sectoral level)
- marine (national level)

**Gaps?**....multiple risks on business and industry, infrastructure, communities across Pembrokeshire

### Adaptation in Practice

(perceived to contribute contribution unclear)

**Operational** (water, food, ecological enhancement, habitat restoration, woodland, grassland)

**Organisational** (policies, schemes and programmes)

**Evidence** (catchments, wildfires)

**Guidance** (Technical Advice Notes, Supplementary Planning Guidance)

**Engagement** (networks, community adaptation, media)

### Using CCRA3

themed 'surgeries' to focus on CCRA3 risks with very small expert groups:

- Business & Industry 8<sup>th</sup> March
- Infrastructure 10<sup>th</sup> March
- Community 14<sup>th</sup> March
- Natural Environment and Agriculture 17<sup>th</sup> March

## Appendix D

