



SCOTLAND ADAPTS:

A CAPABILITY FRAMEWORK
FOR A CLIMATE READY
PUBLIC SECTOR

Starter Pack

Acknowledgements

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The concept and content for the Adaptation Capability Framework draws on inspiration from Adaptation Scotland's work with many organisations and was also informed by an extensive review of research and tools. A reference list is provided on the Adaptation Scotland website:
www.adaptationscotland.org.uk/how-adapt/your-sector/public-sector

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**Adaptation
Scotland**
supporting climate change resilience



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Purpose

The Starter Pack is part of a suite of resources and support designed to help public sector organisations develop the capabilities needed to adapt to climate change.

Tasks and accompanying templates are provided to equip you with the information, skills and confidence needed to begin delivering effective adaptation work.

After completing the starter pack you will be able to move on to using the more advanced sections of Adaptation Scotland's Adaptation Capability Framework to further develop your organisation's approach to adapting to climate change.

Who is the starter pack for?

The starter pack is for those developing climate change adaptation work within the public sector. It is particularly helpful for professionals with limited prior knowledge of adaptation and for those working in organisations where adaptation work is in the very early stages.

For organisations that have progressed adaptation, reviewing the starter pack and reflecting on any steps they may need to revisit will also be beneficial. Recording relevant information within the templates and collating this into a central resource is useful for organisations at all stages to ensure knowledge is retained, even if changes of staff occur.

Benefits of using the starter pack

This starter pack will help you to:

- Find out how Scotland's climate is changing and identify key impacts for your organisation
- Engage with colleagues across your organisation on the topic of adaptation
- Learn about important policy and legislative drivers for adaptation
- Access tools and resources to progress your adaptation work
- Identify external organisations and partnerships that could benefit from and contribute to your organisation's adaptation work
- Establish a benchmark for your organisation's adaptation work to date

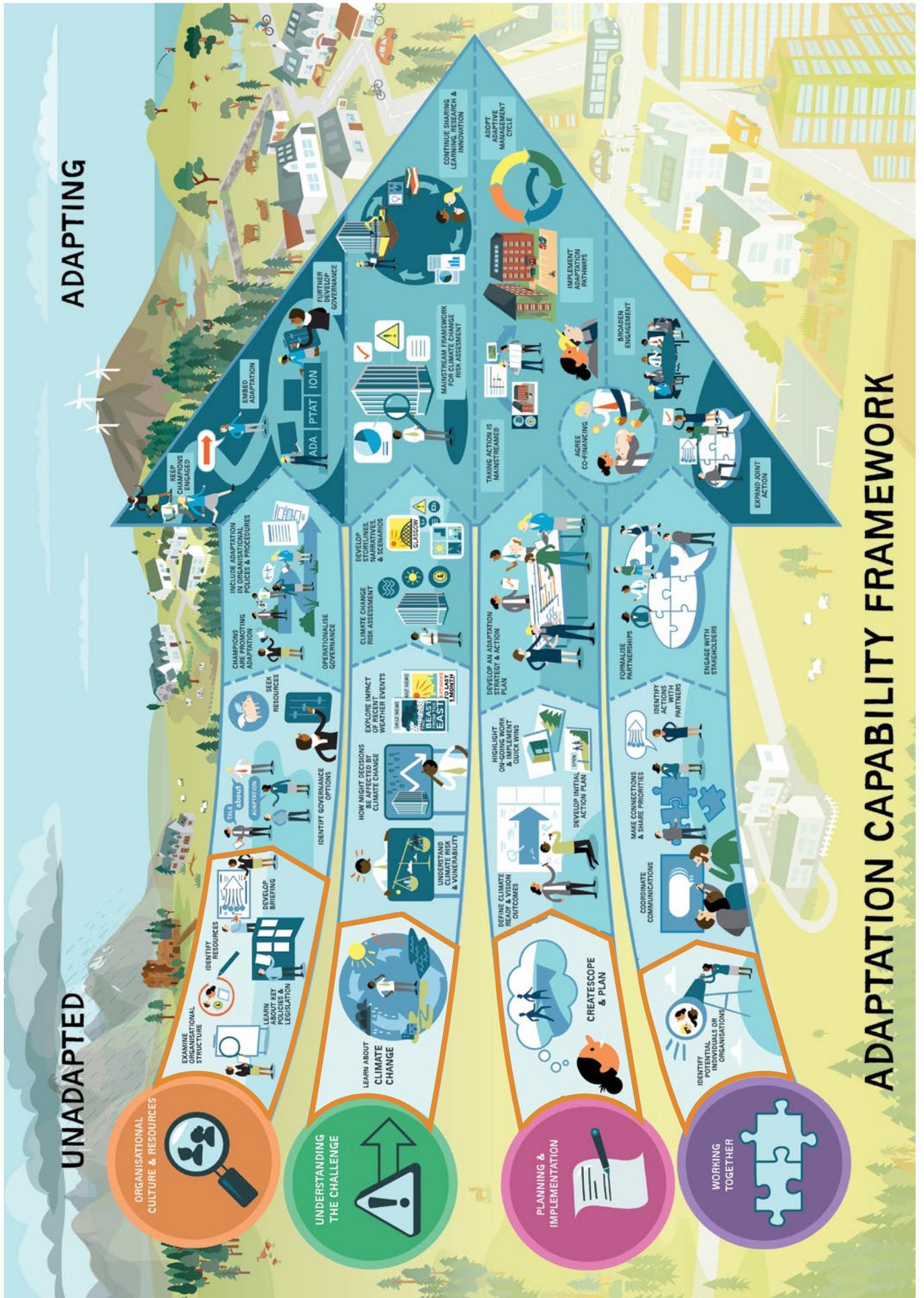


Figure 1 Scotland Adapts: A Capability Framework for a Climate Ready Public Sector

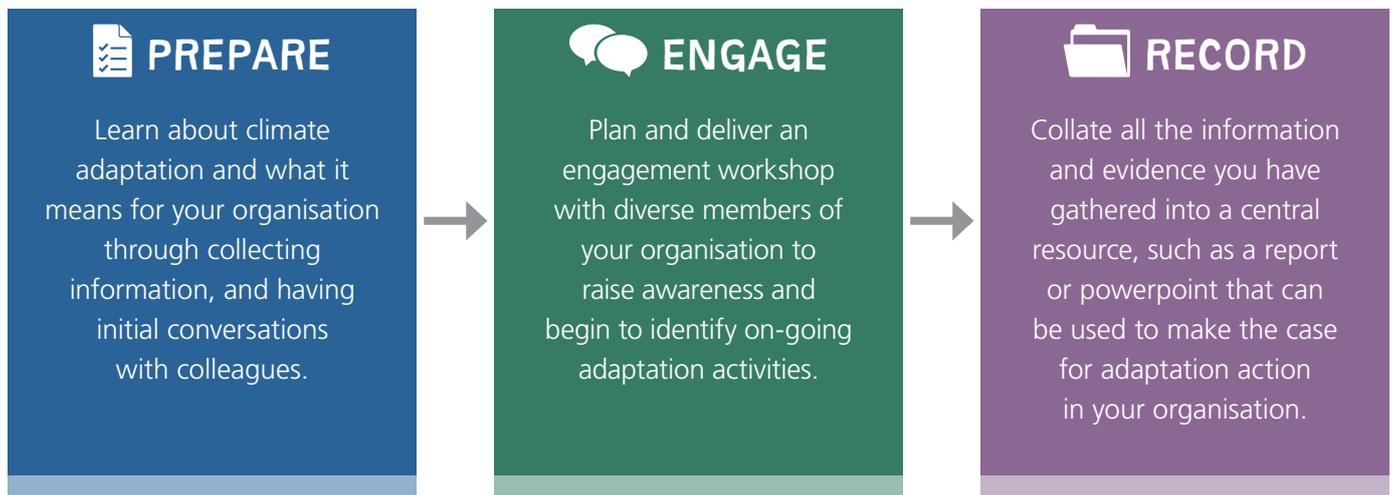
How to use the starter pack

The Adaptation Capability Framework sets out how public sector organisations can adapt to climate change through developing four capability areas, including



You will learn about the capabilities by using this Starter Pack and further information can be found in the Adaptation Capability Framework Handbook (<https://www.adaptationscotland.org.uk/how-adapt/your-sector/public-sector>). All templates used in the Starter Pack can be downloaded in an editable format at <https://www.adaptationscotland.org.uk/how-adapt/tools-and-resources/starter-pack-templates>

This starter pack describes actions you can take to progress the four capabilities simultaneously through three phases of Prepare, Engage and Record. It focuses on early actions that are highlighted by the orange boxes on the Framework graphic shown on page 3. We recommend that you complete all tasks within the starter pack before using the full Adaptation Capability Framework.



Adapting to climate change is a continuous journey. It is important to revisit the work completed through the starter pack periodically to ensure that it is accurate and up to date.

PREPARE

This phase will introduce you to the four adaptation capabilities and how they can be used to progress adaptation. You will learn about climate trends and projections and the drivers and benefits of adapting to climate change. You will also consider how adaptation work can occur within your organisation through identifying relevant resources, governance groups and partners.

WHY SHOULD YOU DO IT?

Through completing the 'Prepare' phase you will form a solid understanding and evidence base about climate change. You will also identify internal policy drivers which will enable you to engage colleagues and plan adaptation action.

HOW WILL DO YOU DO IT?

This phase involves desk-based review and research of readily available documents. There are actions and templates which you should complete for each of the capabilities.



UNDERSTANDING THE CHALLENGE

- Learn about Scotland's changing climate
- Learn about climate impacts affecting Scotland



ORGANISATIONAL CULTURE & ASSETS

- Consider how adaptation fits with your organisation and its objectives
- Identify resources available for adaptation



PLANNING & IMPLEMENTATION

- Identify actions already delivering adaptation
- Consider how you contribute to Scotland's adaptation outcomes



WORKING TOGETHER

- Join relevant professional and adaptation networks
- Identify relevant groups, partnerships and forums

Prepare – Understanding the Challenge

Adaptation is our adjustment to climate change, by **understanding the challenge** we can make informed decisions based on actual or expected change. Key aspects include:

Knowledge – build an understanding of climate change and different approaches to adaptation. This needs to be translated into your specific context, with the knowledge shared across your organisation. You will continue to learn and adjust as you make progress with adaptation and the climate changes.

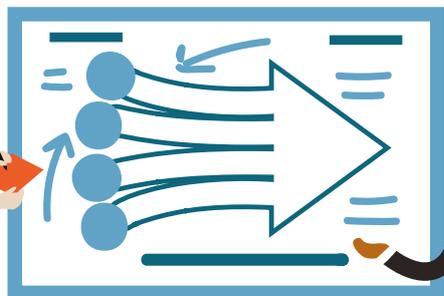
Evidence – you need an evidence base to inform decision-making in your organisation. As you progress you will develop evidence for long-term impacts under a range of possible futures – and make sure that you can use this to inform climate change risk assessment.

Research & innovation – adaptation is still relatively new as a process, especially where it is put into practice in the ‘real world’. As part of a global community learning to adapt you have an opportunity to connect with external expertise to fill knowledge gaps and drive innovation.

To understand the challenge of adapting to climate change you will need to learn how Scotland’s climate is changing and identify the impacts for Scotland and your organisation.

1. Learn about Scotland’s changing climate

An understanding of past climate trends and future projections is a necessary foundation for adaptation. The [UK Climate Projections](#) provide key messages and you can access localised climate information for a range of climate variables, including temperature and rainfall.



Learn

- Learn about past climate trends and future projections by exploring the [climate trends and projections](#) section of the [Adaptation Scotland website](#). Use our interactive tools to find out about the changes in rainfall and temperature that have occurred in different areas of Scotland at different times of year.

Further Resources

- Visit [Scotland’s Environment Web](#) or the [UK Climate Projections website](#) to explore information about future projected changes in climate.

2. Learn about Climate impacts affecting Scotland

The climate is already changing, and impacts are being felt throughout Scotland. Understanding the consequences of climate change for Scotland – and locally – will help you understand how it could impact your organisation.

Learn

- Learn about the 15 Key consequences of Climate change identified for Scotland are included in the Scottish Government's Scottish Climate Change Adaptation Programme.

Further Resources

- Take a look at the [Adaptation Sub-Committee's UK Climate Change Risk Assessment](#) and the [Committee on Climate Change's Summary for Scotland Evidence Report](#) which outlines six priority areas needing urgent further action over the next five years.
- Read the [Marine Climate Change Impacts Partnership – Climate Change Impact Report Cards](#) for information on climate change impacts and adaptation around our coast and in our seas.
- Review [Living with Environmental Change \(LWEC\) Partnership's climate change impacts report cards](#) which provide evidence on how climate change affects different aspects of our environment, economy and society
 - [Agriculture & Forestry Report Card](#)
 - [Biodiversity Report Card](#)
 - [Water Report Card](#)
 - [Infrastructure Report Card](#)
 - [Health Report Card](#)

Take Action

Gathering information on climate change, climate impacts and climate adaptation is essential to understand the challenge. This knowledge will be vital to raise awareness and develop a common understanding of adaptation across your organisation.

- You should now use the information and learning you have gathered to produce the following:
 - (i) A one page briefing on what climate change is and why adaptation is important for your organisation.
 - (ii) A PowerPoint presentation outlining climate trends and projections for your region and what the 15 key consequences of climate change may mean for your organisation. Use Adaptation Scotland's 'Why Adapt?' presentation as a guide which can be tailored to be relevant to your organisation.



Prepare – Planning & Implementation

Adaptation is a long-term challenge that requires strategic **planning and implementation** to achieve outcomes. Key aspects include:

Strategic – you can help embed adaptation by aligning with the functions and purpose of your organisation. Set a clear vision and long-term outcomes to guide planning as you develop an adaptation strategy and action plan. Looking at the bigger picture will help make the most of opportunities.

Appraisal & prioritisation – you want to identify robust, acceptable, efficient and effective measures that can be taken forward in an action plan. Develop an evidence-based appraisal process to select options that will help you achieve strategic adaptation outcomes.

Take action – you learn by doing. From initial actions to a comprehensive programme, your organisation will build momentum by taking action. You also need to reflect, monitor and evaluate actions to ensure they are efficient and effective in achieving adaptation outcomes.

An important first step for planning adaptation is to identify the adaptation actions that your organisation is already taking, even though these actions may not be called adaptation. Through outlining some of the successful actions that are already under way you can demonstrate that your organisation has already begun its adaptation journey.

At this stage it is also important to demonstrate how adapting to climate change will help support progress towards the strategic local and national priorities that your organisation is working towards. You can use this information to help different stakeholders understand how and why adapting to climate change is relevant to their work and build support for planning and implementation.

1. Identify actions already delivering adaptation

Your organisation will already be taking actions that deliver adaptation, even if they are not always recognised. By identifying some of these actions you can demonstrate alignment with your organisation's functions – and show that you have already begun an adaptation journey.

Learn:

- The Climate Change (Scotland) Act 2009 includes Public Bodies Climate Change Duties which require public bodies to support implementation of the Scottish Climate Change Adaptation Programme (SCCAP) and report progress annually. Review the adaptation section of the progress reports submitted by your organisation to find out about any existing adaptation work. [Reports are available on the Sustainable Scotland Network website.](#)
- In addition to the SCCAP, there are many other legislative and policy drivers that will influence your organisation's work. Review the [Legislation and International Agreement](#) section of the Adaptation Scotland website for an overview of Adaptation legislation and policy drivers.

Take Action:

Identify work that is already occurring within your organisation to progress adaptation. Use Template 1, to record details of adaptation actions, plans or policies that may be in place across different services or departments. This does not have to be exhaustive as further details of work being carried out across departments and services will be identified during the 'engage' phase of this starter pack.

Template 1 Adaptation Action within your organisation

The template lists a range of services and departments that are commonly found in public sector organisations and gives examples of adaptation links for each. Complete the template by adding in information about any plans, policies and/or strategies that relate to adaptation. There is space at the end of the table to list additional department/ services relevant to your organisation.

| Service/ Department | Example adaptation links and question prompts <i>Examples of how the service/ department may be affected by climate change</i> | Action within your organisation <i>Describe existing actions, plans or policies that support adaptation across different services. You may wish to list or link to relevant plans/ policies/ strategies.</i> |
|---|--|--|
| Planning | Climate impacts such as flood risk and coastal change may affect different locations and communities. Is adaptation included in processes such as spatial and development planning? | |
| Economic development | Disruption to supply chains and opportunities for adaptation services could affect investment and business operations in your area. Has this been factored in to economic development plans? | |
| Housing, Construction, Facilities or Asset management | Increased severe weather events, rainfall and temperatures may impact building fabric and the health and wellbeing of residents. Whether retrofitting existing or building new, it is likely that there will be issues with water management (in flood and drought), weather resistance and overheating. Has this been factored in to housing investment and strategies? | |
| Grounds or estate management | Increased risks of pests and diseases, water logging of greenspaces and wind throw of trees are just a few of the challenges increasingly affecting our natural environment. How is your organisation protecting nature and working with nature to help society to adapt? | |
| Transport | Disruption caused by landslides, flooding, and severe weather regularly disrupt transport infrastructure and networks. How is your organisation planning for current and future climate impacts such as these? | |
| Risk management/ Business continuity | Failure to adapt to the impacts of climate change poses serious risks for many departments and services. How are these risks being managed through organisational risk management and business continuity processes? | |

| Service/ Department | Example adaptation links and question prompts <i>Examples of how the service/ department may be affected by climate change</i> | Action within your organisation <i>Describe existing actions, plans or policies that support adaptation across different services. You may wish to list or link to relevant plans/ policies/ strategies.</i> |
|---|--|--|
| Health & Social care | Changes in climate may affect patterns of disease and other health issues. Extreme weather events may limit access to vital services and potentially impact on people's physical and mental health. A warming climate, however, may also offer more opportunities to be outdoors and enjoy an active, healthy lifestyle. Have the challenges and benefits of a changing climate been assessed within health or social care policies? | |
| Environment | Climate change may affect the delicate balance of Scotland's ecosystems, altering habitats and affecting many Scottish species as well as land productivity or water supply. Have climate implications been factored into your organisation's environment strategy? | |
| Tourism & Visitor Services | Severe weather events and long term changes in climate will have a significant impact on visitor attractions and tourism operations. Has your tourism strategy or visitor services department taken action to plan and prepare for severe weather and climate change? | |
| Flooding | Flooding may impact on properties and infrastructure – with serious consequences for people, heritage, businesses and communities. These impacts may be cross cutting, affecting physical, social and economic structures and assets. How is flood risk accounted for and dealt with by your organisation? | |
| Coastal & Marine planning | Sea level rise may result in more coastal flooding, erosion and coastline retreat. If your organisation has any sites which are coastal, what considerations have you taken to prepare for climate change in your land use, coastal and marine plans and strategies? | |
| ICT & Digital Strategy | Extreme weather events, such as flooding, landslides, drought and heatwaves can impact ICT networks support services which are vital to our health and wellbeing and economic prosperity. How has your ICT or Digital strategy considered the potential adverse effects of climate impacts? | |
| Add additional service/ departmental descriptions | Give examples of how the service/ department may be affected by climate change | |

2. Consider how you contribute to Scotland's adaptation outcomes

The public sector has a key role in delivering the Scottish Climate Change Adaptation Programme, which sets strategic adaptation outcomes for a Climate Ready Scotland. Show how your organisation fits in the bigger picture by considering how you might contribute to delivery of these outcomes.

Learn

- Read the first Scottish Climate Change Adaptation Programme and review the seven outcomes that are being used by the Scottish Government to develop the second Scottish Climate Change Adaptation Programme.

Take Action

- Use Template 2 to note how the seven outcomes being used to develop the second climate change adaptation programme relate to your organisation.

Template 2 Links with the Scottish Climate Change Adaptation Programme

The Second Scottish Climate Change Adaptation Programme is currently being developed and will deliver seven outcomes. Use the template below to consider how each of the proposed outcomes might be relevant to your organisation.

| Outcome | Is this outcome relevant to your organisation? Yes/ No | Your notes How might each of the outcomes be relevant to your organisation? |
|---|---|--|
| Our communities are inclusive, empowered, resilient and safe in response to climate change. | | |
| Our society's supporting systems (water, transport, communications and energy) are resilient to climate change. | | |
| Our inclusive and sustainable economy is flexible, adaptable and responsive to the changing climate. | | |
| Our international networks are adaptable to climate change. | | |
| The people in Scotland who are most vulnerable to climate change are able to adapt and climate justice is embedded in climate change adaptation policy. | | |
| Our natural environment is valued, enjoyed, protected and enhanced and has increased resilience to climate change. | | |
| Our coastal and marine environment is valued, enjoyed, protected and enhanced and has increased resilience to climate change. | | |

Prepare – Organisational Culture & Assets

To make progress with adaptation, it will need to fit with your **organisational culture and resources**. By developing this capability you will find ways to align adaptation activities with your organisation's priorities. Key aspects include:

Resources – you will need to commit resources to progress adaptation. These will vary depending on task, but include human, physical, financial, information and intellectual resources. Some of these can be allocated or developed internally, others will need come from external sources.

Governance – your organisation will have distinct structures, ways of making decisions and of delegating responsibilities. For adaptation to be effective it will need to fit with your overall governance arrangements, but also have clear project governance that allows it to deliver change.

Leadership – the support of senior leaders can accelerate adaptation in an organisation. It is also important to recognise and empower adaptation 'champions', individuals who can lead the way in your organisation. People at all levels can be these 'agents of change'.

Reflection & flexibility – space needs to be made to try new approaches, to learn from experience, and to improve procedures, strategies and actions in response. There also needs to be flexibility to recognise that the landscape may change as adaptation progresses.

There are several simple steps that you can take to develop adaptation work in a way that benefits from and influences organisational culture. Reviewing existing structures, legislative drivers and resources will help identify how adaptation can be progressed within your organisation and pinpoint opportunities to influence change as work is developed further.

1. Consider how adaptation fits with your organisation and its objectives.

Identify how adaptation supports delivery of your organisation's strategic objectives. Use this to communicate why adaptation matters. You will need to consider where adaptation is best placed in your organisation and start to identify relevant groups and decision making processes that will need to consider it.

Learn

- Identify strategic priorities, objectives or outcomes for your organisation. Consider how these could be affected by and/ or contribute towards adaptation.

- Examine your organisation's governance mechanisms and identify groups, committees or partnerships who could be involved with or lead on adaptation work. Begin to engage with them through informal conversations.
- Begin to consider the following questions:
 - Who will develop and deliver your adaptation arrangements internally? It may be members of the sustainable development, climate change or emergency planning team or individuals from other relevant departments.
 - Who will help you plan and deliver your adaptation work? Do you have a Climate Change Working Group or Corporate Management Team which meets regularly?

Take action

- Use Template 3 to review and comment on links between common organisational priorities and climate change adaptation.
- Use Template 4 to record information about the structures and priorities of your organisation.

Template 3 Identify links between common organisational priorities and climate change adaptation

The template lists examples of issues that are commonly addressed through public sector strategic priorities, objectives and/ or outcomes. Climate change adaptation links are given for each example. Complete the table by adding notes to describe the relevance to your organisation.

| Strategic priority examples <i>The examples below describe the type of issues that are commonly part of strategic priorities/ objectives or outcomes</i> | Possible climate change adaptation link <i>Examples of why climate change adaptation may be relevant to different strategic priorities.</i> | Your notes <i>Is this priority area relevant to your organisation? If yes explain why.</i> |
|--|--|--|
| Priorities related to reducing poverty and inequalities | People and communities experiencing multiple causes of vulnerability are often most vulnerable to the impacts of climate change. Understanding how climate impacts may affect vulnerable groups can help make action to reduce poverty and inequalities more effective. | |
| Priorities related to improving the natural environment | Nature is being affected by changes in climate and impacts such as the spread of pests and diseases have serious consequences. Nature also has an important role to play in helping people and places adapt to climate change – for example by providing natural flood defences and cooling. | |
| Priorities related to transport, energy or communications infrastructure | Investment in new or existing infrastructure is a major opportunity to improve resilience to the impacts of climate change and avoid the cost of retrofitting at a later stage. | |
| Priorities related to improved access to education and educational attainment | Investment in education facilities such as new schools or building refurbishments should be designed with future climate in mind so that these facilities are not affected by flood risk, overheating or damage from severe weather. | |
| Priorities related to Improving health | The impacts of climate change and our action to adapt has the potential to have negative and positive impacts on health. | |
| Priorities related to community regeneration | Planning and investment in community regeneration is a major opportunity to implement measures that will enable these locations to adapt to the impacts of climate change. | |
| Priorities related to business and economic development | Business supply chains, assets and infrastructure are vulnerable to the impacts of climate change. It is important to consider how industry sectors relevant to your organisation/ location may be affected and factor this in to work to support business and economic development. | |

Template 4 Organisational motivation and governance for Climate Adaptation

| | | |
|------------|--|--|
| Motivation | What motivated your organisation to address climate adaptation? | |
| | Has your organisation already experienced climate change impacts affecting policies, programmes, projects or assets? | |
| Risk | What is the risk appetite of your organisation? (For instance does your organisational policy specify what acceptable and unacceptable risk is?) | |
| | Are there existing risk management approaches to managing weather and climate related risks? Contact your risk manager to find out. | |
| Governance | Are there groups, committees or partnerships within your organisation who could be involved with adaptation work? | |
| | Are there any champions who already drive change relating to climate adaptation? | |



2. Identify resources available for adaptation

Adaptation is a long-term process that will see you undertake many tasks requiring a range of different resources – human, physical, financial, information and intellectual. It is useful to survey resources that already exist within your organisation that will enable you to plan and deliver future work.

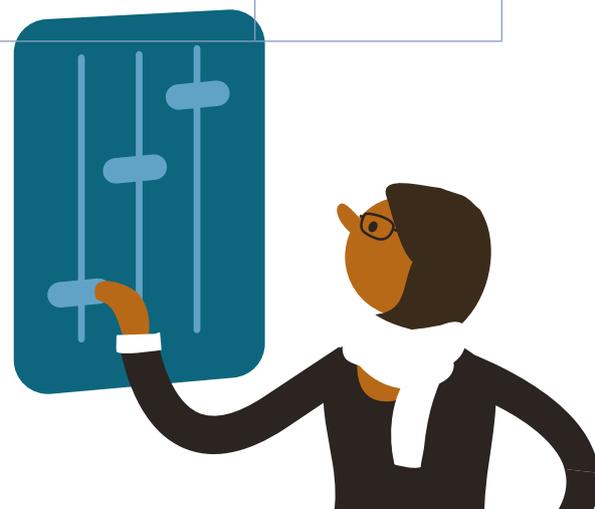
Take Action

- Use Template 5 to identify and record information about the resources that your organisation has available to support climate change adaptation work.

Template 5 Identify Resources

Use the resource categories below to record information about resources that may be available to support adaptation work.

| Resource Category | Availability within your Organisation |
|---|---------------------------------------|
| Human resources – Identify job roles, teams or committees that may already be developing policies, plans, or actions aligned with adaptation, who have knowledge of climate change issues and duties or who work in relevant areas which need to be more aligned with adaptation | |
| Physical and material resources – Identify any assets that your organisation owns or manages that support resilience and adaptation (for example flood prevention infrastructure, estates/ greenspaces that provide ecosystem services, GIS). | |
| Financial resources – Examine what funding is currently allocated to support work aligned with adaptation and what funding opportunities exist. | |
| Information resources – Determine what adaptation information (including records of climate impacts) your organisation currently promotes internally and/or externally and identify who holds these resources. | |
| Intellectual resources – Catalog the skills that your organisation has access to that could help with adaptation work (for example risk managers, engineers, GIS and data analysts, community engagement, resilience, communication or environment specialists as well as facilitation skills) | |
| Monitoring resources – understand what resources (staff, processes, metrics/indicators) the organisation has for monitoring and reporting. | |



Prepare – Working Together

No organisation can adapt alone, by **working together** we can do more to achieve shared adaptation outcomes. By developing this capability you will forge connections with key partners to share ideas and find opportunities to collaborate. Key aspects include:

Networks – you can achieve more by sharing and learning from others. Make the most of support available and connect with peers, whether through adaptation-focussed or other professional networks. Engage with relevant groups, forums and partnerships where adaptation is appropriate within their remit.

Partnership – collaboration can be essential to achieving adaptation outcomes. You may need to formalise partnership arrangements, either building upon existing arrangements or establishing a new partnership. Agree roles, responsibilities and funding allocations.

Engagement – sustained engagement is an on-going commitment to involve a diverse range of stakeholders in communities, businesses and the third sector. Authentic engagement will allow for adjustment of your plans and an opportunity for you to influence others.

Joint action – the delivery of many adaptation actions will need to involve partners. Build collaborative relationships by taking action, from agreeing resources for initial activities to the co-financing for multi-year investment in a programme of adaptation action.

Making progress with adapting to climate change requires a wide range of skills, knowledge and influence. No one person or organisation holds all of the answers and there is much to be gained from the encouragement, resources and opportunities that develop from opening up conversations with others who are tackling shared challenges.

There are plenty of existing opportunities to begin collaborating and networking and the first steps involved in developing this capability focus on identifying and benefiting from these.

1. Join relevant professional and adaptation networks.

Join networks and professional institutions to develop connections with others working on adaptation. You will benefit from shared learning and opportunities to work together, formally or informally.

Take action

- Join Adaptation Scotland's Adaptation Learning Exchange (ALE). Through participating in ALE training and events you will learn more about climate adaptation, meet others working on adaptation and be supported to progress your adaptation work.
- Networks which may be relevant to join, either as an individual or as an organisation, include:
 - Sustainable Scotland Network
 - Institute for Environment Management & Assessment (IEMA)
 - Chartered Institute of Water and Environmental Management
 - Royal Town Planning Institute (RTPI)
 - 2050 Climate Group
 - ICLEI – Local Governments for Sustainability
 - Covenant of Mayors for Climate & Energy

2. Identify relevant groups, partnerships and forums

Identify existing statutory and non-statutory groups, partnerships and forums that include, or could include, adaptation within their remit. Consider their relevance to your adaptation work and find out who in your organisation already engages with them. It may not be appropriate or possible for you to join all of these groups but it is useful to map out their roles, remits and membership in order to better understand existing opportunities for collaborating on adaptation either formally through the group or by contacting individual group members.

Research

- Identify existing statutory and non-statutory groups, partnerships and forums that already feature or

have the potential to include adaptation within their remits. This could include:

- Community planning partnerships
- Environment partnerships or forums
- Green network partnerships
- Regional resilience partnerships
- Flood Risk Management Local Plan District Groups
- Regional climate adaptation initiatives such as:
 - o Climate Ready Clyde
 - o Edinburgh Adapts
 - o Aberdeen Adapts

Take action

- Use Template 6 to record basic details about the groups, partnerships and forums that you have identified.

Template 6 identify relevant groups, partnerships and forums

| Name of Group | Geographic Area of their Work | Their aims and objectives | What organisations are members? | Name and contact for chair or lead contact | Existing adaptation links or on-going work | Potential future adaptation links or areas of interest |
|---------------|-------------------------------|---------------------------|---------------------------------|--|--|--|
| | | | | | | |





ENGAGE

This phase will see you engage with stakeholders across your organisation. You will examine how adaptation relates to your organisation's priorities, understand the consequences of inaction and identify work already underway to adapt.

WHY SHOULD YOU DO IT?

The aim of the engagement phase is to confirm preparatory work and fill any information gaps that may exist, raise awareness about adaptation and engage colleagues across your organisation. You will identify key policies, plans or assets that may be affected by climate impacts, and empower others to take action by delivering adaptation actions within their service areas.

HOW DO YOU DO IT?

This phase involves speaking with and engaging internal stakeholders. Stakeholders include any individuals, departments or groups who should be considered within climate adaptation planning.

1. PLAN ENGAGEMENT

2. IDENTIFY STAKEHOLDERS

3. COMPLETE INITIAL INTERVIEWS WITH KEY STAKEHOLDERS

4. HOST ENGAGEMENT WORKSHOP

- (i) Present the aim of the workshop and introduce climate adaptation
- (ii) Understand how climate impacts affect your organisation
- (iii) Identify ongoing adaptation actions to address climate impacts
- (iv) Examine the priorities of your organisation and how these relate to adaptation
- (v.) Wrap Up & Next Steps

Plan engagement

Before beginning to engage you should plan and establish priorities for engagement. Identify priorities by reviewing what you learnt in the Prepare phase and identifying important challenges or knowledge gaps.

Identify stakeholders

Once the purpose of your engagement has been identified, you now need to identify who you will be engaging with. Consider the following questions:

- Who do you want to engage with?
- What do you want from engaging them?
- What will they want from engaging with you?

Your organisational priorities and areas of on-going adaptation work may be used to highlight project leads or heads of key services that should be engaged with. Use Template 1 from Prepare – Organisational Culture to identify priority areas and lead contacts. Potential internal stakeholders may include your Risk Manager, Emergency Planning Officer, Finance Manager, HR Manager, Procurement Manager and Property Manager.

In addition to considering who best to engage with, you should also think about a 'hook' to spark their interest, this may include being able to demonstrate that adaptation will aid their service's profile, efficiency or reputation and highlight the potential benefits adaptation may bring.

By involving service managers, there is an opportunity to create a widespread awareness of severe weather and climate threats and opportunities at a senior level, which may cascade down through the services. Engaging across multiple services enables you to understand potential conflicts of interest, identify where actions have benefits for multiple services and helps to avoid taking actions with negative side-effects.

Complete initial interviews with key stakeholders

Preliminary interviews with a small number of key service managers or contacts in your organisation is a useful first step to gain an understanding of how your organisation's key areas have been or could be impacted by climate change. The interviews will also enable you to address any knowledge gaps identified in the Prepare phase. The aim of the interviews is to establish links between the strategic and operational priorities of different services or departments and climate impacts. As a general rule you should be able to complete the questions, including discussing climate impacts related to three priority areas within a 1 hour interview. Read Template 7 for example interview questions.



Template 7 – Linking Priorities and climate impacts – Interview questions

| | | |
|--|------------------------------|--|
| Service/ Department | | |
| Name and Role | | |
| Service Aims & Function | | |
| What is the main remit or scope of your service? | | |
| What is your critical function? | | |
| How does your service operate? | | |
| Does the service own/ operate any premises and infrastructure? | | |
| How many staff work as part of the service and what are their roles (office based, outdoors, remote working)? | | |
| What are the current strategic priorities for your service area? | | |
| Do you have any major projects or infrastructure investments planned or underway? | | |
| Could you please identify 4-5 top priority areas that you are working on at the moment (be that investment, projects, assets, key performance indicator, plans etc.) | | |
| Please provide further information on each priority in relation to who is involved, geographic coverage, dependencies and influences (e.g. transport infrastructure, land use, natural environment etc.) | | |
| Impacts of Weather & Climate on Service | | |
| How does weather and climate affect this priority? | | |
| What has happened in the past? What could happen in the future? | | |
| Has your service area been impacted by weather events including... | <i>Extreme heat</i> | |
| | <i>Extreme cold</i> | |
| | <i>Extreme precipitation</i> | |
| | <i>Floods</i> | |
| | <i>Sea level rise</i> | |
| | <i>Droughts</i> | |
| | <i>Storms (High Winds)</i> | |
| | <i>Landslide</i> | |
| | <i>Forest Fires</i> | |
| Have you been affected by weather events occurring in neighbouring areas? | | |
| What potential positive effects from climate change might exist related to your service area? Are there any opportunities you perceive which may benefit your department? Or is your department taking action that will support communities and other services to adapt? | | |
| How Impacts are being Managed Currently | | |
| Has increased likelihood of impacts such as damage and disruption caused by severe weather/ flooding/ overheating of buildings/ changes in the natural environment been factored in to planning for the future? If yes – how has this been done? Do you take climate change projections into account when planning for future investments or projects? | | |
| What is already being done to manage/ increase resilience to the impacts of weather/ climate? | | |
| How effective are the measures currently in place to deal with the impacts of weather/ climate? How do you monitor and evaluate them? | | |
| What are the barriers to managing/ increasing resilience to the impacts of weather/ climate? | | |
| Further Actions Required | | |
| What more should/ could be done to improve resilience to weather/ climate? | | |
| Are there any priority actions that you think should be undertaken to address the identified impacts? | | |

Workshop for engagement to progress capabilities

The next step is to host a workshop to engage colleagues. The aim of the workshop is to introduce climate change impacts and adaptation to colleagues, to ensure they understand the threats and opportunities for their service provision as well as hear from them on how adaptation is currently occurring.

You should allow one half day for the workshop and recognise that you will need a few weeks to prepare in advance and to ensure attendees are provided with sufficient notice. Before the workshop, send invitees the one-page briefing on climate change and climate adaptation that you produced in Prepare-Understanding the Challenge. The workshop structure provided below is a suggested format which you can alter to meet your specific needs or preferences. To find out about alternative methods and techniques, access the tools and resources section of the [Adaptation Scotland website](#).

The workshop structure consists of the following five components:

1. Present the aim of the workshop & introduce climate adaptation

Introduce the workshop. Explain the aims and format of the session. Next, use the tailored presentation you produced in Prepare- Understanding the Challenge to introduce climate change, impacts and adaptation concepts.

2. Understand how climate impacts affect your organisation

The next step is to identify how climate impacts affect your organisation. You should identify how the buildings, assets, services and customers that your organisation is responsible for are affected by climate impacts.

Assessing the previous experience of weather impacts can act as a foundation to identify weather and climate related risks that currently represent a challenge. This information can be gathered through the following exercises.

1. 15 Key Consequences – These are the 15 key consequences of climate change identified in the Scottish Climate Change Adaptation Programme. Ask participants to consider and give examples of how each of the consequences relate to their work.

2. Use weather scenarios to guide further Discussion – You can present potential future weather scenarios or experienced weather events as a way to frame, introduce and guide discussion on how different weather types and events affect different services. This will supplement findings from the interviews conducted with selected colleagues where you identified how climate change impacts affect the outcomes, priorities and work of key services.

Discuss with participants the most disruptive weather events that they have been exposed to in recent years. If significant events were identified during the interviews, use these as 'scenarios' for participants to consider. For example these may include recent extreme weather events such as the 'Beast from the East' in March 2018 or the 2018 Summer Heatwave. Highlight consequences of these events, the people responsible for managing the consequences, the responses taken, their effectiveness and any critical thresholds. Ask participants to record current climate impacts related specifically to their service on post-it notes. Provide a map of the geographic area where your organisation operates and encourage participants to record sites of key impacts that they are aware of.

3. Identify ongoing adaptation actions to address climate impacts

Find out what is already being done to address the climate impacts that have been identified:

1. Use the [Climate Ready Places](#) resource to prompt participants to consider differences between unadapting and adapting landscapes and potential adaptation measures for the relevant geography or landscape. This resource is a set of six visuals of 'places' identifying the adaptation measures that could contribute to a climate ready or adapting place.

2. Ask participants what they are already doing to adapt. Consider what you are already doing well to manage the identified climate impacts and what your organisation's or service area's strengths are. List existing policies or projects that help manage the risks you have identified to show that your organisation is not starting from scratch. These could be physical measures or capacity-building actions, and won't always be identified as 'adaptation' actions. This step builds upon work completed in the preparatory stage.

Consider how these ongoing activities relate to the Scottish Climate Change Adaptation Programme seven adaptation outcomes identified in Prepare-Planning & Implementation, and make a note of this to add to the template.

4. Examine the priorities of your organisation and how these relate to climate adaptation

Consider, given the information and evidence identified earlier in the workshop, if your organisation's strategy and vision will still be achievable in the future climate. Your corporate priorities and objectives should be the starting point for your adaptation work. Collectively, identify organisational objectives or outcomes and consider how these could be affected by and/or contribute towards adaptation. Through this action you will better understand and be able to communicate why adaptation supports progress towards the strategic outcomes and priorities that your organisation is working towards.

Use information gathered in Template 3 in Prepare-Organisational Culture as a starting point for discussion. Present the findings and ask participants if they agree with the mapping that's been completed and record on post-its any information or action that's missing.

5. Wrap up & next steps

At the end of the workshop, outline your plan for continuing to develop adaptation work and provide approximate timings for when participants may be engaged with again or receive further information on your adaptation work.





RECORD

During this phase, you will collate all the resources completed in previous stages and compile into a report or project folder. Retaining all the information in one place will support its continued use by your organisation.

WHY SHOULD YOU DO IT?

Creating a short report or project folder will provide quick and easy access to the adaptation knowledge and learning that you have developed. It will reduce duplication of effort and help to build the business case for follow on work.

HOW DO YOU DO IT?

This step involves combining the results of previous phases into one consolidated resource as well as benchmarking your organisation's current progress. The benchmarking step will require input from colleagues.

- 1. UPDATE TEMPLATES WITH INFORMATION AND EVIDENCE GATHERED IN THE 'ENGAGE' PHASE**

- 2. COLLATE THE INFORMATION INTO ONE CONSOLIDATED RESOURCE – A BRIEFING REPORT, POWER POINT PRESENTATION OR SHARED FOLDER.**

Record

Collate the information you have gathered in the Prepare and Engage phases into one consolidated resource. This will involve updating the templates used in the Prepare phase with the information and evidence gathered in the 'Engage' phase.

This resource may take the form of a briefing report, PowerPoint presentation or shared folder containing information and evidence identified through preparatory work and engaging with colleagues. Take

this opportunity to identify any outstanding information or evidence gaps. Plan follow up engagement or research to address these gaps where required.

The resource that you create can be used as a communication and engagement tool to help raise awareness of the climate impacts that are relevant to your organisation. It will also help inform briefings and business case development for further adaptation work.

Use the following checklist as a starting point to develop your resource:

CHECKLIST

- You understand and have recorded information on the governance structures and decision making mechanisms in your organisation
- You have identified available or potentially available resources for adaptation
- You have enhanced understanding and raised awareness of the need to adapt and used this learning to produce a one page briefing and tailored Power Point Presentation
- You have joined a professional network and attended at least one meeting or event
- You have identified existing partnerships and begun to consider potential collaboration on adaptation work
- You have completed initial interviews with key internal stakeholders to understand how their service priorities have been affected by weather events
- You have undertaken a workshop with a range of diverse stakeholders
- You have produced a summary of adaptation action already occurring within your organisation across a range of departments or services as well as identified how your organisation contributes to the delivery of Scottish Climate Change Adaptation programme outcomes
- You have updated the templates and resources with information gathered in the Prepare and Engage phase and contacted colleagues to address any outstanding information gaps
- You have collated all the learnings and produced documents and templates into one consolidated resource

Benchmarking your adaptation progress

Congratulations – you have now successfully completed the first stage of the Adaptation Capability Framework!

Before continuing your adaptation work and undertaking further tasks within the Adaptation Capability Framework you should benchmark where your organisation currently sits within the Framework.

Taking stock of your organisation's current progress with adaptation is an essential step to inform the scope of future work and to identify strengths and weaknesses to your existing approach. The aim of benchmarking is to:

- Describe your organisation's current adaptation capabilities and provide a baseline from which progress may be measured
- Illustrate what you've already done on adaptation, potentially highlighting which capability areas the organisation is excelling at and which areas need further work
- Identify and understand where improvement is needed and measure and identify opportunities for improvement

Take action

Adaptation Scotland has developed a benchmarking tool based around the four capabilities included in the Adaptation Capabilities Framework.

- Download and complete the [benchmarking tool](#) and accompanying instructions. The benchmarking tool includes a project planning tab to help schedule future work.



Next Steps

The Starter Pack is part of a set of Adaptation Scotland resources and support created for Scotland's public sector. Visit the Adaptation Scotland website to access all of our resources and continue developing your adaptation work: url



The Handbook

– introduction to climate change adaptation for Scotland's public sector.



Interactive Adaptation Capability Framework

– access detailed task information, resources and case studies.



Online training modules

– develop adaptation skills and expertise.

Help and support

- Adaptation Learning Exchange** The best way to adapt to climate change is to collaborate. The Adaptation Learning Exchange is run by Adaptation Scotland, and includes exchange events, training courses and an online forum. Membership of the Adaptation Learning Exchange is open to professionals who are committed to collaborating with others and progressing adaptation work within their organisations and sectors. [Find out more and join the Adaptation Learning Exchange.](#)
- Enquiry service** Adaptation Scotland is here to help. You can get in touch at any time with specific questions or for a general discussion about options for developing adaptation work within your organisation.

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