

Adaptation Scotland

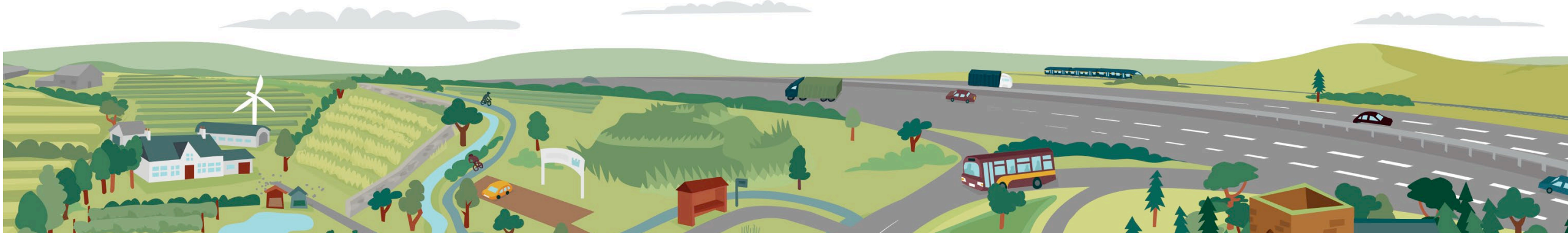
supporting climate change resilience

Introducing the Adaptation Capability Framework Webinar

August 14th, 2019



The Adaptation Scotland programme is funded by the Scottish Government and delivered by sustainability charity Sniffer.





Enabling organisations, businesses and communities to adapt to the impacts of climate change

Adaptation Scotland is a programme funded by the Scottish Government and delivered by sustainability charity Sniffer

Introducing the Adaptation Capability Framework

Q&A

Case studies

- Scottish Canals
- University of Glasgow

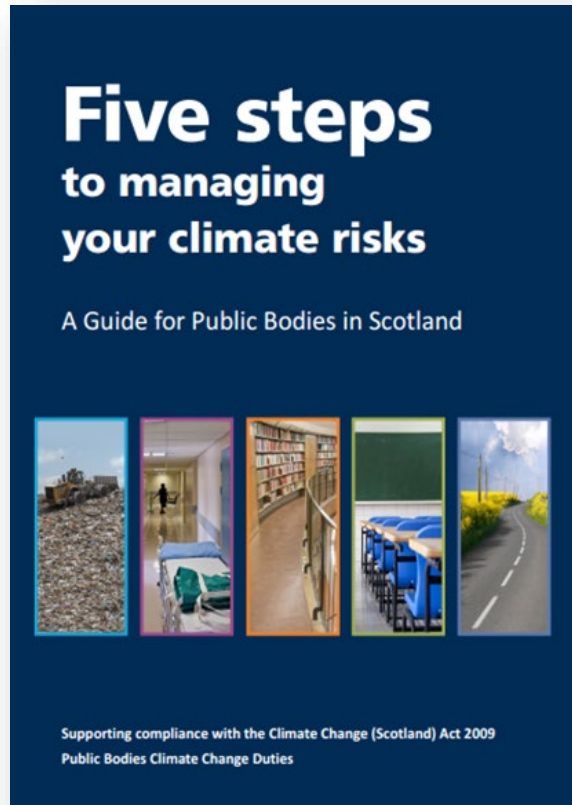
Q&A



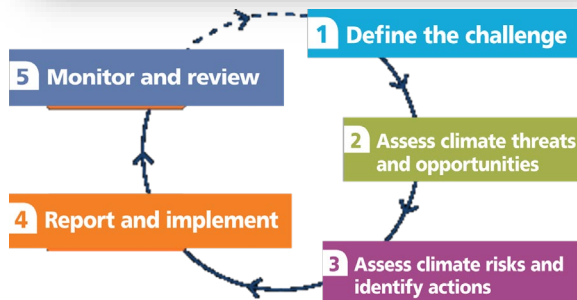
Introduction to the Adaptation Capability Framework

- **Climate Change Scotland (2009) Act** has been in place for 10 years.
 - An overview of climate change policy in Scotland is available on the [Legislation and International Agreements](#) section of the Adaptation Scotland website.
 - There is a legislative requirement through the **Public Bodies Climate Change Duties** for all public sector organisations to report on adaptation progress. Reports are available on the Sustainable Scotland Network [website](#).
- The public sector, as providers of essential local services, are crucial actors in adapting to a changing climate.

Why an Adaptation Capability Framework?



- There is a **need to support organisations at different stages of adaptation**.
- The 5-Steps is based on **climate change risk assessment (CCRA)** as a decision-making framework.
- As a cycle the **5-Steps process** is quite rigid.
- The 5-steps cycle has **most 'capacity building' activities at early stages and largely directed at setting up a CCRA**.

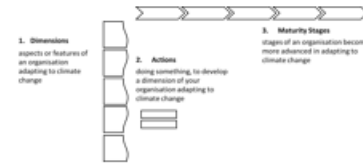


Developing new fit for purpose guidance

Reflected on
adaptation
experience in
practice



Established
an expert
working
group



Worked with
artist to
communicate
concepts



Literature
Review



Collectively
identified
adaptation
capabilities



Co-developed
and evaluated
supporting
resources

- An expert working group was established to co-create the new guidance.
- There was representation from a wide range of public sector organisations, including:
 - Local authorities
 - National Health Service (NHS)
 - Universities
 - Transport agency



UNADAPTED

ADAPTING

ORGANISATIONAL
CULTURE & RESOURCES



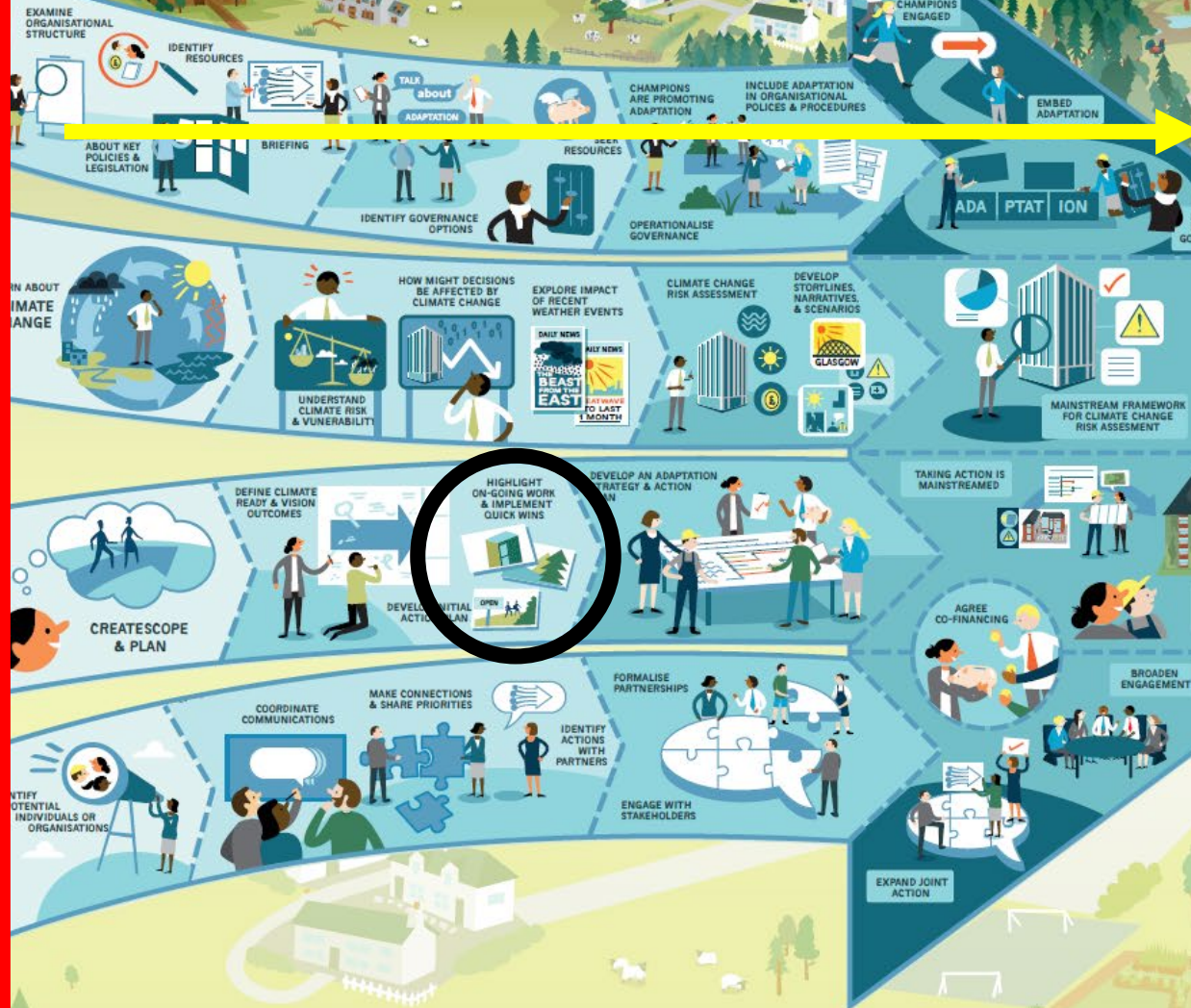
UNDERSTANDING
THE CHALLENGE



PLANNING &
IMPLEMENTATION



WORKING
TOGETHER



Maturity Stages

Tasks

ADAPTATION CAPABILITY FRAMEWORK

- An organisation has adaptation '**capability**' that determines its ability to deliver climate adaptation. This is multi-faceted, comprising four adaptation capabilities:





Organisational Culture & Resources

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 to 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.





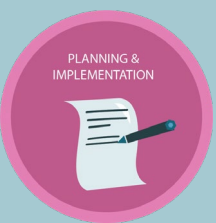
Understanding the Challenge

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.
- **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 a 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.





Planning & Implementation

Key aspects include:

- ▶ **Strategic approach** – 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.



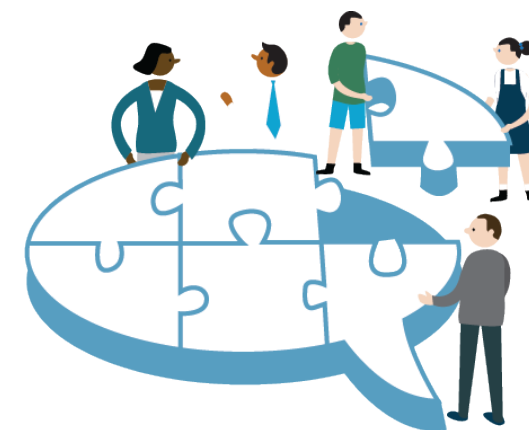


Working Together

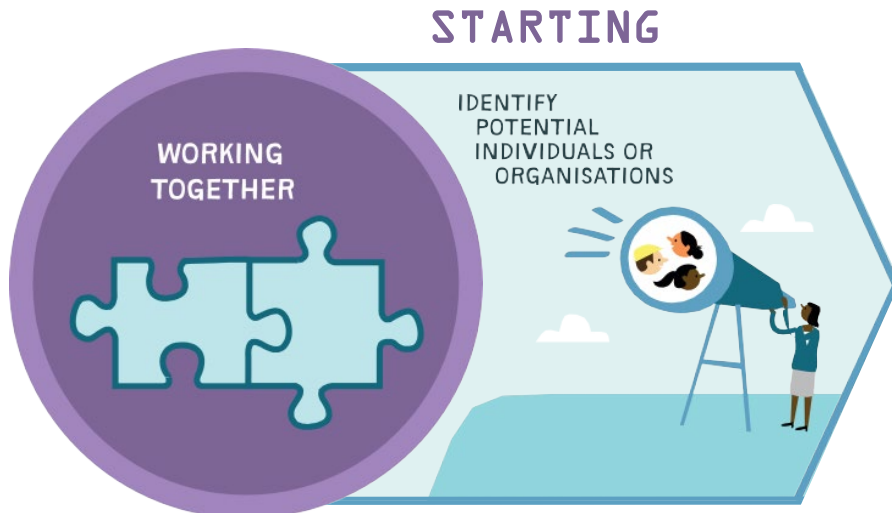
Key aspects include:

- **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. Well-planned and inclusive engagement will allow for adjustment of your plans and is 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.



MATURITY STAGES:



An organisation can develop adaptation capability over time.

MATURITY STAGE: STARTING

Your organisation is able to communicate why adaptation matters by linking it to your strategic objectives. You have considered where adaptation fits in your organisation and identified key opportunities to begin your adaptation work – as well as what resources are available to support it.

OC1A 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.



OC1B 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.



MATURITY STAGE: INTERMEDIATE

Your organisation is now prepared to work on adaptation. Leadership has put in place governance arrangements and committed suitable resources to progress with your initial adaptation plans. There is an emerging set of people in your organisation who can see opportunities to deliver adaptation – and may become adaptation 'champions'.

OC2A Secure resources to plan and deliver adaptation

Your organisation will need committed resources – human, physical, financial, information and intellectual – to progress with adaptation. You need to secure those needed for short-term activities, but also resources for longer-term needs. Consider both internal and external sources.

OC2B Engage with colleagues to identify adaptation opportunities and potential 'champions'

Your organisation will (or could) be delivering adaptation through many of its functions. By actively engaging colleagues across your organisation you can identify opportunities to include adaptation in planned work – as well as key people who could become adaptation 'champions'.

OC2C Establish governance arrangements for adaptation

Setting up governance arrangements for adaptation is essential to enable effective decision-making and collaborative delivery across your organisation. Seek approval for an option that works for your organisation – and is able to deliver your adaptation objectives.



MATURITY STAGE: ADVANCED

Your organisation now has governance arrangements in place to deliver adaptation. You are systematically identifying opportunities to include adaptation in plans, policies and procedures. These opportunities are being taken up by emerging adaptation 'champions' across your organisation.

OC3A Identify opportunities to include adaptation in plans, policies and procedures

Take a systematic look across the breadth of your organisation's functions to identify opportunities to include adaptation in plans, policies and procedures. Think about where you can make the most impact, but also look beyond the 'obvious' to areas that may not have considered climate adaptation.

OC3B Motivate 'champions' and actively promote adaptation across the organisation

Your organisation should openly promote an adaptation agenda both internally and externally. Seek to recognise and empower adaptation 'champions', individuals who can lead the way in your organisation by setting goals, and advocating and resourcing initiatives on adaptation.

OC3C Put governance arrangements for adaptation into operation

An on-going effort is required to implement your approved adaptation governance arrangements. Good governance will provide oversight for a work programme, defines roles and responsibilities, and will have appropriate authority to approve and implement change.



MATURITY STAGE: MATURE

Your organisation delivers a broad range of action on adaptation, which is now being mainstreamed into many plans, policies and procedures. Your governance arrangements are kept up-to-date and are able to reflect changing demands as more people become involved. There is a supported network of 'champions' who continue to lead the way on adaptation.

OC4A Mainstream adaptation into your organisation's plans, policies and procedures

You can reduce reliance on stand-alone adaptation actions (often seen as a burden) by mainstreaming into your organisation's functions. Prioritise actions that will deliver most impact, but also embed adaptation considerations within review/update cycles for a wide range of plans, policies and procedures.

OC4B Develop a network of recognised adaptation 'champions'

As more people become actively involved in delivering adaptation across your organisation, it is important to continue to recognise, support and – to avoid silos – coordinate those who are leading the way as adaptation 'champions'. By developing a formal or informal network you can create space for communication and encourage peer support.

OC4C Review and update governance arrangements for adaptation

Your organisation should periodically review, reflect on and update governance arrangements for adaptation. This will help you take opportunities that arise and account for changing demands as adaptation progresses – as well as respond to any wider changes taking place in your organisation.



TASKS:



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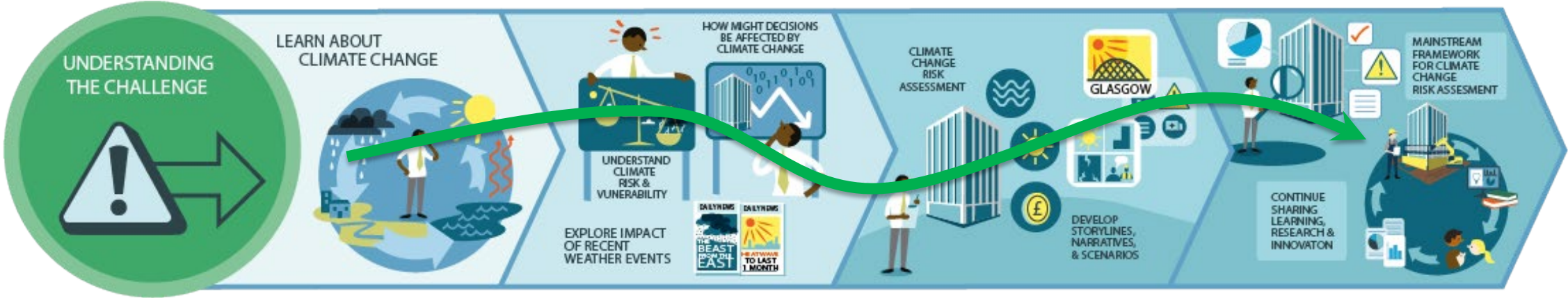
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TASKS:



A Capability Framework for a Climate Ready Public Sector 21 Scotland Adapts 22

MATURITY STAGE: STARTING

Your organisation is learning about climate change and its potential impacts in Scotland. You will have pulled together key information that is most relevant to your organisation – and this is being used to raise awareness and develop a common understanding of potential consequences.

UC1A 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.

UC1B 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 about these by accessing key synthesis reports.

MATURITY STAGE: INTERMEDIATE

Your organisation is building an understanding – and evidence – of potential climate impacts that are specific to your context and linked to strategic and operational priorities. By engaging internal stakeholders you are able to identify key functions that could be affected by climate change. Exploring recent weather events provides insight into climate-related vulnerabilities.

UC2A Develop understanding of climate risk and vulnerability

Risk and vulnerability are key concepts for understanding the potential impacts of climate change on your organisation. To inform robust decision-making these need to be understood in your specific context – and you need to identify and access relevant sources of evidence.

UC2B Consider how your organisation's functions might be affected by climate change

Your organisation will have many functions that might be affected by climate change. To identify these you will need to engage with a diverse range of internal stakeholders to explore the connection between strategic and operational priorities and climate impacts.

UC2C Explore the impact of recent weather events on your organisation

Your organisation will have been affected by recent weather events. Exploring the consequences of specific events with colleagues is a way to explore climate-related vulnerabilities in more depth. These can be useful narratives for raising awareness, as well as providing initial

MATURITY STAGE: ADVANCED

Your organisation is building an evidence base for long-term climate impacts under a range of possible futures. This is used to inform climate change risk assessment – whether for strategic organisational risks, priority service areas or specific projects. You are now able to identify knowledge gaps and are working with others to address them.

UC3A Explore future change by developing scenarios and/or storylines for climate impacts

Climate projections provide a range of possible future climates that can be used to understand potential impacts. It is also important to consider how changes in socio-economic conditions could alter your vulnerability and influence your adaptation responses. The use of scenarios and storylines helps to make these projections more tangible.

UC3B Undertake strategic climate change risk assessment

A strategic risk assessment is used to evaluate climate risks across your organisation, or for key service / asset portfolios. This strategic 'scan' helps to understand the changing likelihood and consequence of a range of potential risks for your organisation. It enables you to prioritise climate risks, allowing you to better focus limited resources.

UC3C Undertake project-level climate change risk assessment

A project-level risk assessment is focussed on climate risks to a specific project, policy, asset, or location. These are typically justified if they have been identified as 'at-risk' in a strategic assessment, provide a critical function of your organisation or are major investments/assets. The narrow scope allows for an appropriately detailed analysis of climate risks.

UC3D Identify knowledge gaps, seek expertise and foster links with research and innovation

As work on adaptation advances, you should seek to identify knowledge gaps that are important to your decision making. Knowledge gaps, whether due to its absence or poor usability, could be addressed by seeking external expertise – and there may be opportunities to connect with research and innovation.

MATURITY STAGE: MATURE

Your organisation is embedding knowledge on climate and adaptation into internal systems, enabling routine use by people in their day-to-day roles. This includes assessing climate risk within a wider risk management framework. You continue to learn and adjust to the climate adaptation challenge, connecting with a wide range of partners to co-produce adaptation solutions.

UC4A Mainstreaming of climate change risk assessment

Your organisation routinely undertakes strategic and project-level climate change risk assessments, as appropriate within a wider risk management framework (i.e. not just climate). You will ensure that there is senior ownership of key risks, and that these are effectively

UC4B Accessible climate adaptation knowledge is integrated into internal systems and procedures

As internal knowledge of climate adaptation grows, it will need to be made accessible to many more people in your organisation in a form that is easily utilised in their work. Look for opportunities to integrate knowledge into internal systems and procedures, so that adaptation is no longer seen as an 'add-on' task.

UC4C Actively engage in sharing, learning, research and innovation

Climate adaptation is long-term challenge, and your organisation will need to continually learn and adjust to meet it. You will benefit from connecting with a range of potential partners, both locally and internationally. Research and innovation can be harnessed to co-produce adaptation solutions with local stakeholders.

TASKS:



A Capability Framework for a Climate Ready Public Sector

Scotland Adapts

MATURITY STAGE: STARTING

Your organisation is able to look at the big picture and see where it can make a contribution to a Climate Ready Scotland. You have recognised ways that you are already delivering adaptation actions – and have a plan for engaging key people from across your organisation.

P1A 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.

P1B 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 Scotland that is climate ready. Show how your organisation fits in the bigger picture by considering how you might contribute to delivering these outcomes.

P1C Identify key internal stakeholders for adaptation

Planning adaptation will require you to interact with stakeholders from across your organisation. Develop an engagement plan that identifies key people based on emerging organisational priorities and areas of on-going adaptation action.



MATURITY STAGE: INTERMEDIATE

Your organisation has developed a clear vision of 'climate ready' and has defined adaptation outcomes that align with your organisation's purpose. You are considering an emerging set of potential adaptation actions and can pull these together into an action plan – while implementing early practical actions.

P2A Define a vision and outcomes for adaptation

Adaptation is a long-term strategic challenge that you will need to align with your organisation's purpose. You should develop a 'climate ready' vision, and define adaptation outcomes that allow you to strategically plan an effective adaptation response.

P2B Identify a range of potential adaptation actions

As you increase awareness of climate impacts, you need to start planning an adaptation response. Compile a set of options for actions that your organisation could take – either alone or with partners. It is important to consider a wide range of actions, both short- and long-term, easy and difficult.

P2C Develop an initial adaptation strategy and action plan

For many organisations, an initial adaptation strategy and action plan can act as a catalyst for raising awareness and resourcing further adaptation work. At this stage the focus will mostly be on setting strategic objectives and capacity building initiatives.

P2D Take action to deliver adaptation

Your organisation should be able to take early practical action on adaptation by building upon existing projects or implementing no-regret / quick-win actions. These help raise the profile of adaptation – building internal support and helping to spur further action.

MATURITY STAGE: ADVANCED

Your organisation has developed and is now implementing an adaptation strategy and action plan. This coordinates and integrates adaptation into relevant projects, policies and plans across your organisation and with partners. There is an appraisal of adaptation options that places them within a strategic context, aligned with your organisation's adaptation goals/outcomes. This enables effective prioritisation and sequencing of adaptation measures.

P3A Develop a strategic change process for achieving adaptation outcomes

Set the strategic context for adaptation by systematically laying out the steps required to achieve long-term adaptation outcomes. By developing a 'change process' that includes specific intermediate outcomes you will be able to better design, monitor and evaluate a programme of activities.

P3B Appraisal of adaptation options

An appraisal process will allow your organisation to consider a range of factors when selecting and prioritising from an emerging set of adaptation options. This will help identify robust, acceptable, efficient and effective measures that can be taken forward in an action plan.

P3C Develop a comprehensive adaptation strategy and action plan

A 'comprehensive' adaptation strategy and action plan draws together knowledge of climate risk and appraised adaptation options, and translates your strategic objectives into practical action. It should coordinate and integrate adaptation into relevant projects, policies and plans across your organisation and with partners.

P3D Implement a programme of adaptation actions

Your organisation should now be ready to implement a range of prioritised adaptation actions, with appropriate resources allocated. The actions should contribute to achieving your adaptation outcomes, with suitable monitoring and evaluation to learn from experience.

MATURITY STAGE: MATURE

Your organisation is now taking a strategic approach to adaptation, which is becoming business-as-usual as it is mainstreamed into plans, policies and procedures. You are able to be flexible and allow for uncertainty, adopting an iterative adaptive management cycle and planning into the long-term, for example using adaptation pathways to manage climate risks.

P4A Adopt an ongoing adaptive management cycle for adaptation planning

An adaptive management cycle is a flexible, iterative approach for decision-making when faced with uncertainty, complexity and changing conditions – and well suited to climate adaptation. Effective learning and evaluation informs adjustments to strategies and actions.

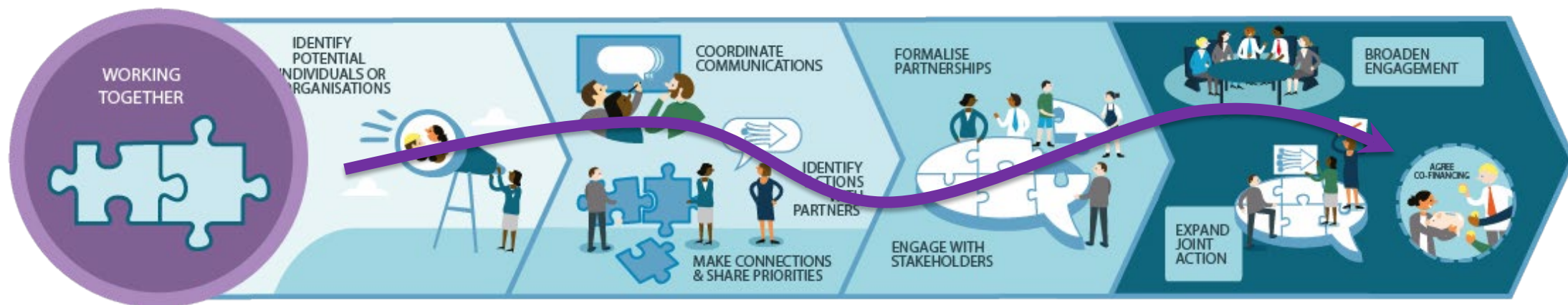
P4B Taking action on adaptation is mainstreamed into your organisation's functions

For adaptation to become routine, it needs to be mainstreamed into the business-as-usual activities in your organisation when delivering its functions. It is essential to monitor and evaluate this mainstreamed delivery to ensure it achieves adaptation outcomes.

P4C Implement pathways for adaptation / transformational change

Alongside delivery of other societal priorities, climate adaptation will require significant change. It may require transformation, a fundamental change in our systems. An adaptation transition can be approached using pathways, which need to integrate climate action with monitoring and evaluation of progress and path dependencies.

TASKS:



A Capability Framework for a Climate Ready Public Sector

Scotland Adapts

MATURITY STAGE: STARTING

Your organisation is beginning to forge connections with others working on adaptation. You are becoming active in relevant networks to share learning and expertise. You are also identifying opportunities to consider adaptation in other groups, partnerships and forums.

WT1A 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.

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.



MATURITY STAGE: INTERMEDIATE

Your organisation is deepening its connection with partners on adaptation. You are taking opportunities to include adaptation in a range of your organisation's external activities, including co-delivery of initial actions. Together you are emphasising the importance of collective action.

WT2A Make connections with external partners

Speak with external partners about on-going or future projects, shared priorities and potential alignment to lay the ground-work for collaboration. Engage with relevant groups, forums and partnerships where adaptation is appropriate within their remit.

WT2B Coordinate with partners to deliver initial actions

Take practical action with partners to develop strong collaborative partnerships for the future. Share your adaptation priorities, and seek opportunities for joint action on adaptation. Even small projects or coordination of on-going work can build momentum.

WT2C Develop communication and engagement activities with partners

Highlight and communicate shared priorities, climate risks, and ongoing adaptation actions with partners. Use this communication to emphasise the importance of your collective action, internally and externally.



MATURITY STAGE: ADVANCED

Your organisation is working with partners on a regular basis to deliver a range of shared adaptation actions. Collaboration is supported by formalising partnership arrangements and you are actively seeking to involve diverse stakeholders in your adaptation planning. You are linking to wider networks to share ideas, experience and seek opportunities to collaborate.

WT3A Begin to formalise partnership working

As you work with partners more frequently and on larger projects, you will need to formalise partnership arrangements – agreeing roles, responsibilities and funding allocations. This might build upon existing arrangements or you might need to establish a new partnership.

WT3B Engage a wide range of stakeholders

Delivering adaptation needs to involve a diverse range of stakeholders including communities, businesses and the third sector – look beyond the 'usual suspects'. Well-planned and inclusive engagement will allow for adjustment of your plans and is an opportunity for you to influence others.

WT3C Implement further joint actions

Ongoing collaboration with partners can help you deliver an expanding range of adaptation actions and achieve shared outcomes. It is likely that many of your adaptation actions cannot be effectively delivered without the involvement of partners.

WT3D Join networks and link with peer organisations

Adaptation benefits from sharing experience and learning with others. Your organisation and adaptation 'champions' can join key networks – in Scotland and beyond. Aim to link with peer organisations to share ideas, experience and seek opportunities to collaborate.

MATURITY STAGE: MATURE

Your organisation is working in partnership to undertake a programme of action that achieves long-term adaptation outcomes. Partnership arrangements are maintained and refreshed so that they remain effective. You are now a leader on adaptation and supporting others to progress.

WT4A Further develop and maintain partnership working

Achieving long-term adaptation outcomes will require effective partnership working, which needs an on-going effort to maintain and refresh arrangements. Also seek opportunities to integrate partnership working alongside your organisation's mainstreaming of adaptation into its functions.

WT4B Sustain engagement with partners and stakeholders

Sustaining engagement with partners and stakeholders requires a significant on-going commitment – involving them in planning, implementation, and evaluation. This will be critical for acceptance and the success of your adaptation plans.

WT4C Expand a programme of joint actions

The delivery of a long-term strategic programme of adaptation will require coordination and collaboration with partners. This includes agreeing resources and co-financing for multi-year investment in adaptation actions.

WT4D Take a lead in networks and peer organisations

As an organisation that is now a leader on adaptation, you will have invaluable experience to share – and much still to learn. Your adaptation work will be strengthened when others are progressing, so take an active role in networks and connect with peer organisations.

PICK AND CHOOSE TASKS THAT ARE RIGHT FOR YOUR ORGANISATION



LEARN ABOUT KEY
POLICIES & LEGISLATION



DEVELOP INITIAL
ACTION PLAN



ENGAGE WITH
STAKEHOLDERS

Adaptation Capability Framework – Supporting Resources



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.



Starter pack

– for organisations and individuals who are new to adaptation.



Benchmarking tool

– assess progress and plan adaptation work.



Adaptation
Scotland
supporting climate change resilience

Adaptation
Scotland
supporting climate change resilience

THE HANDBOOK

SCOTLAND ADAPTS: A CAPABILITY FRAMEWORK FOR A CLIMATE READY PUBLIC SECTOR



The Adaptation Scotland programme is funded by the Scottish Government and delivered by sustainability charity Sniffer.



CAPABILITY: ORGANISATIONAL CULTURE & RESOURCES

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. Over time they will become mainstreamed into plans, policies and procedures – becoming part of business-as-usual for your organisation.



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 to 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.

MATURITY STAGE: ADVANCED

Your organisation now has governance arrangements in place to deliver adaptation. You are systematically identifying opportunities to include adaptation in plans, policies and procedures. These opportunities are being taken up by emerging adaptation 'champions' across your organisation.

OC3A Identify opportunities to include adaptation in plans, policies and procedures

Take a systematic look across the breadth of your organisation's functions to identify opportunities to include adaptation in plans, policies and procedures. Think about where you can make the most impact, but also look beyond the 'obvious' to areas that may not have considered climate adaptation.

OC3B Motivate 'champions' and actively promote adaptation across the organisation

Your organisation should openly promote an adaptation agenda both internally and externally. Seek to recognise and empower adaptation 'champions', individuals who can lead the way in your organisation by setting goals, and advocating and resourcing initiatives on adaptation.

OC3C Put governance arrangements for adaptation into operation

An on-going effort is required to implement your approved adaptation governance arrangements. Good governance will provide oversight for a work programme, defines roles and responsibilities, and will have appropriate authority to approve and implement change.



MATURITY STAGE: MATURE

Your organisation delivers a broad range of action on adaptation, which is now being mainstreamed into many plans, policies and procedures. Your governance arrangements are kept up-to-date and are able to reflect changing demands as more people become involved. There is a supported network of 'champions' who continue to lead the way on adaptation.

OC4A Mainstream adaptation into your organisation's plans, policies and procedures

You can reduce reliance on stand-alone adaptation actions (often seen as a burden) by mainstreaming into your organisation's functions. Prioritise actions that will deliver most impact, but also embed adaptation considerations within review/update cycles for a wide range of plans, policies and procedures.

OC4B Develop a network of recognised adaptation 'champions'

As more people become actively involved in delivering adaptation across your organisation, it is important to continue to recognise, support and – to avoid silos – coordinate those who are leading the way as adaptation 'champions'. By developing a formal or informal network you can create space for communication and encourage peer support.

OC4C Review and update governance arrangements for adaptation

Your organisation should periodically review, reflect on and update governance arrangements for adaptation. This will help you take opportunities that arise and account for changing demands as adaptation progresses – as well as respond to any wider changes taking place in your organisation.



MATURITY STAGE: STARTING

Your organisation is able to communicate why adaptation matters by linking it to your strategic objectives. You have considered where adaptation fits in your organisation and identified key opportunities to begin your adaptation work – as well as what resources are available to support it.

OC1A 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.



OC1B 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.



MATURITY STAGE: INTERMEDIATE

Your organisation is now prepared to work on adaptation. Leadership has put in place governance arrangements and committed suitable resources to progress with your initial adaptation plans. There is an emerging set of people in your organisation who can see opportunities to deliver adaptation – and may become adaptation 'champions'.

OC2A Secure resources to plan and deliver adaptation

Your organisation will need committed resources – human, physical, financial, information and intellectual – to progress with adaptation. You need to secure those needed for short-term activities, but also look ahead at likely future needs. Consider both internal and external sources.

OC2B Engage with colleagues to identify adaptation opportunities and potential 'champions'

Your organisation will (or could) be delivering adaptation through many of its functions. By actively engaging colleagues across your organisation you can identify opportunities to include adaptation in planned work – as well as key people who could become adaptation 'champions'.

OC2C Establish governance arrangements for adaptation

Setting up governance arrangements for adaptation is essential to enable effective decision-making and collaborative delivery across your organisation. Seek approval for an option that works for your organisation – and is able to deliver your adaptation objectives.



CASE STUDY: SCOTTISH NATURAL HERITAGE

Creating an organisational culture that promotes climate ready solutions to manage Scotland's nature and landscapes: Mary Christie is the Policy & Advice Manager and Natural Capital Team Manager at Scottish Natural Heritage (SNH). She has worked with the Natural Resource Management team to build understanding of climate change adaptation throughout the organisation.



'In 2012, we developed Adaptation Principles to guide us in helping nature adapt to climate change. Embedding these principles into our projects encourages the development of climate adaptive actions, which are critical to improve ecosystem health and resilience to current and future climate change. (OC3A)

To further mainstream the adaptation principles and help staff understand the impact of climate change on Scotland's environment, we developed an internal e-learning module for new and existing staff. This is supported by the Climate Champions Network, where one person in each work unit is tasked with updating and discussing climate change with colleagues. Climate Champions report back to the Climate Change Unit on work undertaken in their units, creating a two way

conversation between the team and the rest of the organisation. (OC3B)

One of the challenges we face is that our staff already have high workloads, and limited time to commit to training or more work around climate change. Climate Champions help share the message that action on adaptation to climate change is not extra work, but a fundamental part of doing our job well. This message is supported by leadership at SNH, who have embedded climate change across all aspects of the new Corporate Plan for 2018-2022. While the previous corporate plan identified climate change as a key theme, the new plan represents a major shift. We no longer have a climate specific theme or target. Instead, climate change is implicit and expected to be considered in every aspect of our work. (OC4A)

Climate change risk has also been included in risk management and business planning. Reporting is undertaken on a quarterly basis to assess progress on climate related risks, and managers are then required to review and take further action if necessary as part of their business planning (OC3C).

Changing our culture and attitude to climate change adaptation at the organisational level is an ongoing and iterative task that is far from complete, but we are working across all levels and sectors to embed climate change and adaptation into the way SNH operates.'



Adaptation Capability Framework – Supporting Resources



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.



Starter pack
– for organisations and individuals who are new to adaptation.



Benchmarking tool
– assess progress and plan adaptation work.



Welcome to Adaptation Scotland

At **Adaptation** Scotland, we provide advice and support to help Scotland be prepared and resilient to the effects of climate change.

We help public sector, businesses and communities to understand what climate change will mean across Scotland, and identify the best way for them to plan for the impact – taking the opportunities and preparing for the risks.

Find out more



Your sector

To get started it can be useful to see how climate change is affecting your sector and what the main drivers are for adaptation.



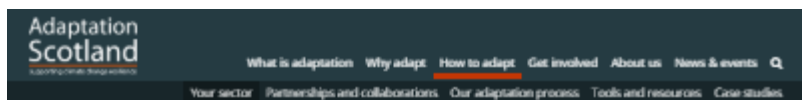
Public sector



Businesses



Interactive Adaptation Capability Framework



Home > How to adapt > Your sector > Public sector

Public sector

The public sector has a crucial role to play in enabling Scotland to adapt to climate change. Taking a strong, proactive approach will ensure that vital public assets, infrastructure and services are fit for current and future generations and able to deliver positive outcomes across society.

The public sector is subject to legislative duties that require action to adapt and report progress. It also has a unique leadership role in driving action and influencing change across society.

Our tools and resources are based on a strong understanding of public sector needs. The resources below have been developed in collaboration with professionals who are leading adaptation action across Scotland's local authorities, health boards, universities and government agencies. We have also drawn inspiration from adaptation research, tools, and resources from around the world (download our reference list [here](#)).

Take a look at the resources below and contact us if you have feedback or questions.



Handbook

The Handbook is an introduction to climate change adaptation for Scotland's public sector. The public sector has already shown a willingness to take on a leadership role when it comes to action on climate change. The Handbook provides an overview of how the Adaptation Capability Framework can be used by any public sector organisation to accelerate action on adaptation. It introduces the Adaptation Capability Framework, and outlines the four capabilities that an organisation will need to develop to progress adaptation.

[Download handbook](#)



Framework

The Adaptation Capability Framework identifies four capabilities that every public organisation will need to adapt to climate change, providing step by step tasks to guide you, and the Framework shows how you can develop tailor your approach to



Starter pack

An introduction for organisations beginning their adaptation journey and a resource for advanced organisations to review and revisit earlier work. It provides specific support to the Starting stage tasks.

[Get started](#)

strengths and weaknesses, and track the impact of actions.

[Learn more](#)

support

and support to help you organisations make risk, and how to progress your organisation's adaptation journey.

[Learn more](#)



Organisational Culture & Resources

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. Over time they will become mainstreamed into plans, policies and procedures - part of business as usual for your organisation.



1. Starting

OC1A 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.



OC1B 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.



2. Intermediate

OC2A Secure resources to plan and deliver adaptation

Your organisation will need committed resources human, physical, financial, information and intellectual - to progress with adaptation. You need to secure those needed for short-term activities - but also look ahead at likely future needs. Consider both internal and external sources.



OC2B Engage with colleagues to identify adaptation opportunities and potential 'champions'

Your organisation will (or could) be delivering adaptation through many of its activities / functions. By actively engaging colleagues across your organisation you can identify opportunities to include adaptation in planned work - as well as key people who could become adaptation 'champions'.



OC2C Establish governance arrangements for adaptation

Setting up governance arrangements for adaptation is essential to enable effective decision making and collaborative delivery across your organisation. Seek approval for an option that works for your organisation - and is able to deliver your adaptation objectives.



OC1A 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.

[More/less detail](#)



Subtasks

- Identify your strategic priorities, organisational objectives or outcomes and consider how these could be affected by and/ or contribute towards adaptation.
 - For example, your organisation may have priorities related to reducing poverty and inequalities. This links to climate change adaptation as 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.
 - A list of example strategic priorities and how these link to climate change adaptation is found in Template 3 of [the Starter Pack](#) -Identify Links between Common Organisational Priorities and Climate Change Adaptation.
- Examine your organisation's motivation to address climate adaptation and current risk appetite.
 - Consider what motivates or may motivate your organisation to adapt to climate change
 - Explore what risk management approaches to managing weather and climate related risks already exist and reflect on the risk appetite of your organisation.
- Identify who will be involved in your adaptation work.
 - Identify groups, committees or partnerships that exist in your organisation who could be involved with or lead on adaptation work. Consider the following questions:
 - Who will develop and deliver your adaptation arrangements internally? It may be the sustainable development, climate change, emergency planning or members of 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.
 - Highlight any champions who are already driving work related to climate adaptation
- Begin to engage with identified groups and individuals through informal conversations.

Resources

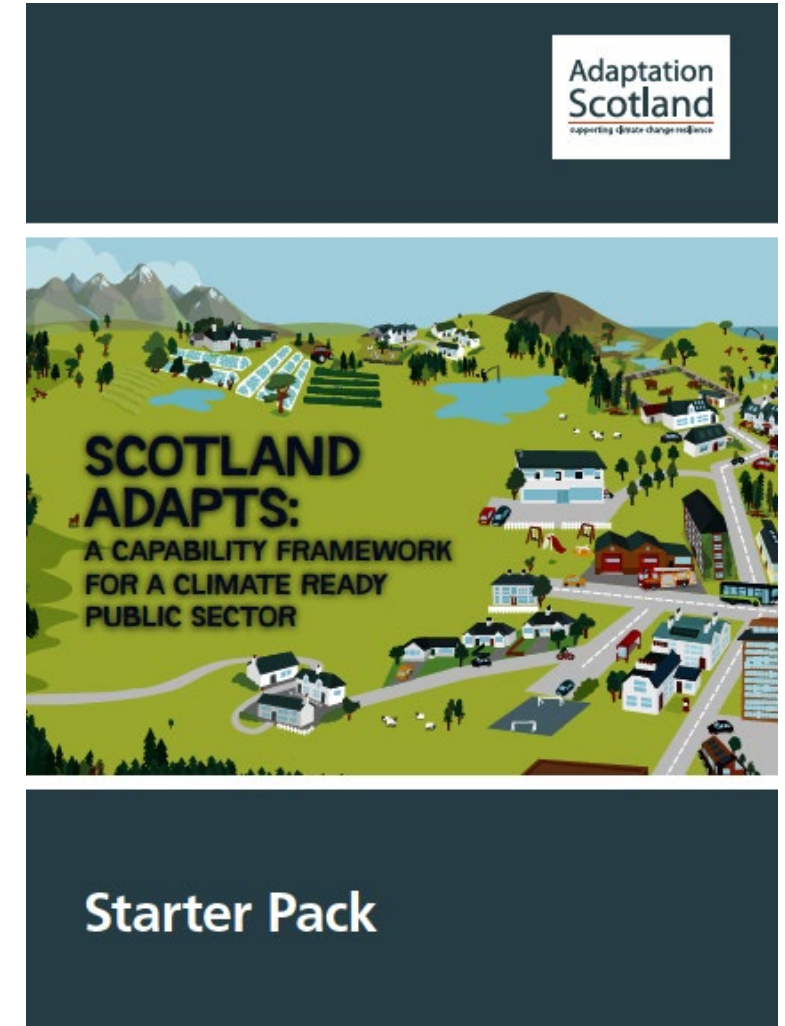
[Starter Pack -Template 3 Identify links between common organisational priorities and climate change adaptation](#)

[Starter Pack -Template 4 Motivation to address climate adaptation, risk appetite and governance of your organisation](#)

Adaptation Scotland <small>Supporting climate change resilience</small>				
What is adaptation Why adapt How to adapt Get involved About us News & events				
Your sector Partnerships and collaborations Our adaptation process Tools and resources Case studies				
	Starting	Intermediate	Advanced	Mature
Organisational Culture & Resources	OC1A Consider how adaptation fits with your organisation and its objectives	OC2A Secure resources to plan and deliver adaptation	OC3A Identify opportunities to include adaptation in plans, policies and procedures	OC4A Mainstream adaptation into your organisation's plans, policies and procedures
	OC1B Identify resources available for adaptation	OC2B Engage with colleagues to identify adaptation opportunities and potential 'champions'	OC3B Motivate 'champions' and actively promote adaptation across the organisation	OC4B Develop a network of recognised adaptation 'champions'
	OC1C Establish governance arrangements for adaptation	OC2C Put governance arrangements for adaptation into operation	OC3C Put governance arrangements for adaptation into operation	OC4C Review and update governance arrangements for adaptation
Understanding the Challenge	UC1A Learn about Scotland's changing climate	UC2A Develop understanding of climate risk and vulnerability	UC3A Develop (scenarios, storylines, narratives) for future climate change impacts and vulnerabilities	UC4A Mainstreaming of climate change risk assessment
	UC1B Learn about climate impacts affecting Scotland	UC2B Consider how your organisation's functions might be affected by climate change	UC3B Undertake strategic climate change risk assessment	UC4B Accessible climate adaptation knowledge that is integrated into internal systems and procedures
	UC1C Explore the impact of recent weather events on your organisation	UC2C Explore the impact of recent weather events on your organisation	UC3C Undertake project-level risk assessment	UC4C Actively engaged in sharing, learning, research and innovation
Planning & Implementation	PI1A Identify existing adaptation work within your organisation	PI2A Define strategic adaptation goals, outcomes and/or vision	PI3A Develop a strategic change process for achieving adaptation outcomes	PI4A Adopt an ongoing adaptive management cycle for adaptation planning
	PI1B Consider how you contribute to Scotland's adaptation outcomes	PI2B Identify a range of potential adaptation actions	PI3B Appraisal of adaptation options	PI4B Taking action on adaptation & mainstreamed into your organisation's functions
	PI1C Identify key internal stakeholders for adaptation	PI2C Develop an initial adaptation strategy and action plan	PI3C Develop a comprehensive adaptation strategy and action plan	PI4C Implement pathways for adaptation
Working Together	WT1A Join and participate in relevant professional and/or adaptation networks	WT2A Make connections with external partners	WT3A Begin to formalise partnership working	WT4A Further develop and maintain partnership working
	WT1B Identify relevant groups, partnerships and forums	WT2B Coordinate with partners to deliver mutual actions	WT3B Engage a wide range of stakeholders	WT4B Sustain engagement with partners and stakeholders
	WT1C Develop communication and engagement activities with partners	WT2C Develop communication and engagement activities with partners	WT3C Implement further joint actions	WT4C Expand a programme of joint actions
			WT3D Join networks and organisations	WT4D Take a lead in networks and peer organisations

<https://www.adaptationscotland.org.uk/how-adapt/your-sector/public-sector/capability-framework-interactive>

- The Starter Pack provides **detailed guidance** on **1. Starting tasks**.
- It is for professionals with limited prior knowledge of adaptation or for organisations where adaptation work is in the very early stages.
- Also useful for organisations that have progressed adaptation, to review and reflect on any steps they may need to revisit.





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 relevant to your org? If yes, 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.	

Starter_Pack_All_Templates (4) - Excel

Ellie Murtagh

Service/ Department	Example adaptation links	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>
Template 1 Adaptation Action within your organisation. The template lists a range of services/ departments that are commonly found in public sector organisations and gives examples of adaptation links for each. Complete the template by adding 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.		
	<i>Examples of how the service/ department may be affected by climate change</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/ Building/ facilities/ 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/ 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?	

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.



Starter Pack

- The aim of benchmarking is to:
 - Describe your organisation's current adaptation capabilities and provide a baseline from which progress may be measured
 - Identify your current organisational position within the Adaptation Capability Framework
 - Illustrate what you've already done on adaptation and highlight where improvement is needed
 - Provide a way to understand and track ambitious change
 - Support project planning



Benchmarking tool

– assess progress and plan adaptation work.

Consider what maturity stage your organisation is currently at

Assess progress against tasks

Scotland Adaptation Capability Framework for a Climate Ready Public Sector

CAPABILITY AREA:

UNDERSTANDING THE CHALLENGE

<< Return Home

MATURITY STAGE: 1. STARTING

Description of how capability is displayed by organisation at this stage:

Your organisation is learning about climate change and its potential impacts in Scotland. You will have pulled together key information that is most relevant to your organisation - and this is being used to raise awareness and develop a common understanding of potential consequences.

Progress Level:

How accurately does the description of an organisation at that maturity stage reflect your current organisational situation? Please provide an assessment on a scale of 0-3 where 0 indicates your organisation does not display or illustrate any of the traits or characteristics described in the summary box at all and 3 meaning that your organisation successfully matches the description provided accurately.

0

NOTES

Task	Have processes been put in place to undertake task?	Status	Is this task relevant to your current adaptation needs or aims?
UC1A Learn about Scotland's changing climate	No	Pending or Not Started Yet	No
UC1B Learn about climate impacts affecting Scotland	No	Pending or Not Started Yet	No

MATURITY STAGE: 2. INTERMEDIATE

Description of how capability is displayed by organisation at this stage:

Your organisation is building an understanding - and evidence - of potential climate impacts that are specific to your sector and linked to strategic and operational priorities. By engaging internal stakeholders you are able to identify key functions that could be affected by climate change. Exploring external weather events provides insight into climate-related vulnerabilities.

Progress Level:


How accurately does the description of an organisation at that maturity stage reflect your current organisational situation? Please provide an assessment on a scale of 0-3 where 0 indicates your organisation does not display or illustrate any of the traits or characteristics described in the summary box at all and 3 meaning that your organisation successfully matches the description provided accurately.

0

NOTES

Record details

Work through all 4 maturity stages and 4 capabilities

	1. Starting	2. Intermediate	3. Advanced	4. Mature	
Organisational Culture & Resources Progress Level... 	<div>● ● ●</div> <div>1 OC1A Examine the Structure & Priorities of your Organisation</div> <div>2 OC1B Identify resources available for adaptation</div>	<div>● ● ●</div> <div>1 OC2A Secure resources to plan and deliver adaptation</div> <div>2 OC2B Engage with colleagues to identify adaptation opportunities and potential 'champions'</div> <div>3 OC2C Establish governance arrangements for adaptation</div>	<div>●</div> <div>1 OC3A Identify opportunities to include adaptation in plans, policies and procedures</div> <div>2 OC3B Motivate 'champions' and actively promote adaptation across the organisation</div> <div>3 OC3C Put governance arrangements for adaptation into operation</div>	<div></div> <div>1 OC4A Mainstream adaptation into your organisation's plans, policies and procedures</div> <div>2 OC4B Develop a network of recognised adaptation 'champions'</div> <div>3 OC4C Review and update governance arrangements for adaptation</div>	<div>Not currently relevant to adaptation aims, needs or goals</div> <div>Not yet started - but relevant</div> <div>Ongoing</div> <div>Established</div>



Adaptation Capability Framework – Supporting Resources



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.



Starter pack

– for organisations and individuals who are new to adaptation.



Benchmarking tool

– assess progress and plan adaptation work.

- The Adaptation Capability Framework is an innovative and holistic approach to adaptation.
- Adaptation guidance needs to support risk assessment processes, whilst recognising its place in wider adaptation action and capacity building activities.
- Adaptation capabilities identified are rooted in local Scottish cultures, values and decision-making processes.
- Let us know how you find using the Framework in practice and please get in touch if you have any questions – ask now or contact us at AdaptationScotland@sniffer.org.uk



A vibrant, stylized illustration of a landscape. In the background, there are brown mountains with white snow patches and a blue sky with white clouds. A river flows through the landscape. In the middle ground, there is a small town with white houses, a church, and a windmill. A road winds through the town. In the foreground, there is a modern city with tall buildings, a bus, and a car. The word "Questions?" is written in large, bold, black letters across the center of the image.

Questions?

Case Study Presentations

A vibrant, stylized illustration of a landscape. In the background, there are brown mountains with white snow patches and a blue sky with white clouds. A river flows through the landscape. In the middle ground, there's a green field with a small pond, a cluster of evergreen trees, and a small town with white houses and a red-roofed building. In the foreground, there's a modern city with tall buildings, a red car, a blue bus, and a person walking. The word "Questions?" is written in large, bold, black letters across the center of the image.

Questions?



Thanks for joining the webinar!

If you have any further questions, contact us at
AdaptationScotland@sniffer.org.uk