

# Adapting our Culture



A toolkit for cultural organisations  
planning for a climate changed future



**Cultural  
Adaptations**

This publication is part of the Cultural Adaptations project (EUCAN). Between 2018 - 2021 it sought to find creative, innovative and place-based methods to adapt to climate change, and to support the adaptation of the cultural sector.

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ClimateReadyClyde



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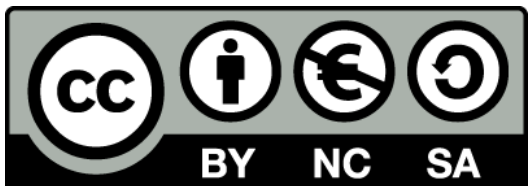
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# How to use this toolkit

## Who is this toolkit for?

- This toolkit is designed to support cultural organisations and institutions who are planning for a sustainable, resilient and climate-changed future.
- For the purposes of this toolkit, a 'cultural organisation' is defined as any organisation, venue, office, studio, festival or educational institution operating in the arts and cultural sector. This includes organisations within the performing arts, fine arts, music, literature, and film and TV.
- Although primarily designed for organisations based in Europe, much of the advice and resources supplied in this toolkit will be relevant for those in other countries and continents around the world.
- Users of this toolkit are expected to have a basic understanding of the existence and drivers of climate change, although no previous experience of adapting to climate change is necessary.

## Why create a toolkit for cultural organisations?

Most current adaptation guidance is aimed at large-scale organisations or regional/national governments, and not appropriate for the scale of cultural organisations or their creative activities. This toolkit therefore seeks to tailor specific guidance and a tailored process which uses the skills, experiences and reflections of cultural institutions, as well as external climate change expertise. There are a number of reasons why cultural organisations should plan to adapt the impacts of climate change:

- **Everyone in society needs to adapt:** Like all other sectors of society, culture must recognise the risk climate change presents to how they work, where they work, and who they work with.
- **Small cultural organisations will be particularly affected:** The cultural sector consists mostly of Small-Medium Enterprises (SMEs), with a huge variance in activity and a huge public audience, and are usually funded through grant-giving bodies. Therefore, some of the sector's needs when it comes to adaptation are quite unique.
- **Early adaptation can save time, money (and even lives) later:** The cultural sector must plan and adapt early to ensure that the sector becomes increasingly resilient and thrives even with changes to our climate.
- **Cultural organisations influence our wider society:** Additionally, as cultural SMEs have an influence beyond their own operations through their audience, culture can act as an example and an inspiration for other SMEs, and provoke positive change in the wider society through adaptation.

## What will this toolkit help you do?

This toolkit will help you:

1. Explore what adaptation to climate change is
2. Identify how climate changes will impact your organisation and your work
3. Help you develop your first adaptation action plan

## How should you use this toolkit?

- It is not possible to develop an adaptation plan on your own - throughout this toolkit we will signpost the stakeholders or departments you should work with for a robust adaptation plan. It might be appropriate to undertake some of the exercises in a group workshop, or share your workbook with your wider team.
- The toolkit is designed in three sections, with an appendix of ideas to kick-start your adaptation to the impacts of climate change. Each section is part of a step-by-step process which enables you to reflect on how climate change will affect your organisation with workbook exercises which help you tailor the toolkit to suit your unique context.
- This toolkit is intended to form a template for the development of your adaptation planning, and directly support your activities towards this. You can print, share or adapt different exercises to work collaboratively with your team, or use them as the basis for your own internal workshops and events.
- The toolkit is supplemented by digital resources, case studies, videos and blogs hosted on [www.culturaladaptations.com](http://www.culturaladaptations.com).



# Section A: Understanding the impacts of climate change



Experiences in a changing climate

What is climate change adaptation?

What is happening in your local area?

Why should the cultural sector adapt to climate change?

## Our climate is changing

Scientific evidence shows us that human activities on Earth have already changed our planet irreversibly. 200 years of burning fossil fuels has released greenhouse gases like carbon dioxide, methane and nitrous oxides into the atmosphere, and only now are we truly understanding the impact these gases will have on our how we live and work. We are living in a time of climate change, and the end of the 21st century will be very different from the beginning.

## Recognising change

As public awareness of climate change and its effects grow, there is increasing recognition of how it will affect the world around us. Wildfires, droughts and storms dominate international news cycles, plant and animal species become more endangered as habitats change and more and more governments are committing to significant action to limit the extent of the change (including measures such as the Paris Agreement). For a long time, climate change was expected to be something that would happen 'in the future', **but we know that change is already happening now**. Climate change will affect everyone on our planet in some way.

## Climate trends and one-off weather events

We can all notice changes in the seasons and many of us have experienced significant storms, but there is a difference between 'climate' (a trend over time) and 'weather' (a short-term event). Although no single weather event can be exclusively identified as a result of climate change, scientific data can identify the trends which inform our observations. For example, one storm is not directly a consequence of climate change, but an increasing frequency and intensity of storms over a period of time is a pattern consistent with climate data.

## Exercises

**A.1** Think about how weather and seasons shape your organisation

**A.2** Reflect on your past experiences of a changing climate

**Following pages >**



Reflect on weather and seasons.

A large, bold, green capital letter 'A' is positioned in the bottom-left corner of the page. The background consists of horizontal grey lines on a white page, typical of a notebook. The letter 'A' is solid green and has a simple, sans-serif design.

Reflect on your experience of a changing climate.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There is no handwriting or other markings on the paper.



# What is climate change adaptation?

## Being adaptable

Put simply, 'to adapt' is to make a change which improves the chance of survival. It's a process which has happened millions of times over in our natural world to create the diverse environment in which we live. However, 'adaptation' is also synonymous with flexibility and adjustment, and is normally aligned with the resilience of an individual or organisation. Cultural organisations are typically skilled in adapting to new audiences, changing funding or new artistic forms.

## What is climate change adaptation?

Climate change adaptation is more specific: it is the process of adjustment to climate effects to moderate the negative and/or enhance the positive impacts of climate change. This includes both the physical and practical things we can do to adapt, but also the social and educational ways in which we can prepare our society for climate change.

Adaptation efforts are always unique to their particular context: these adjustments must be tailored to specific conditions in order to be most successful, and climate change affects different places in different ways at different times. Some examples of adaptation actions include :

- managing increasing rainwater more efficiently to prevent flood damage
- increasing green spaces to help absorb excess heat and rainfall
- changing travel practices to adjust for disruption to infrastructure
- improving ventilation in buildings to deal with heat

## Why adaptation is different from reducing emissions

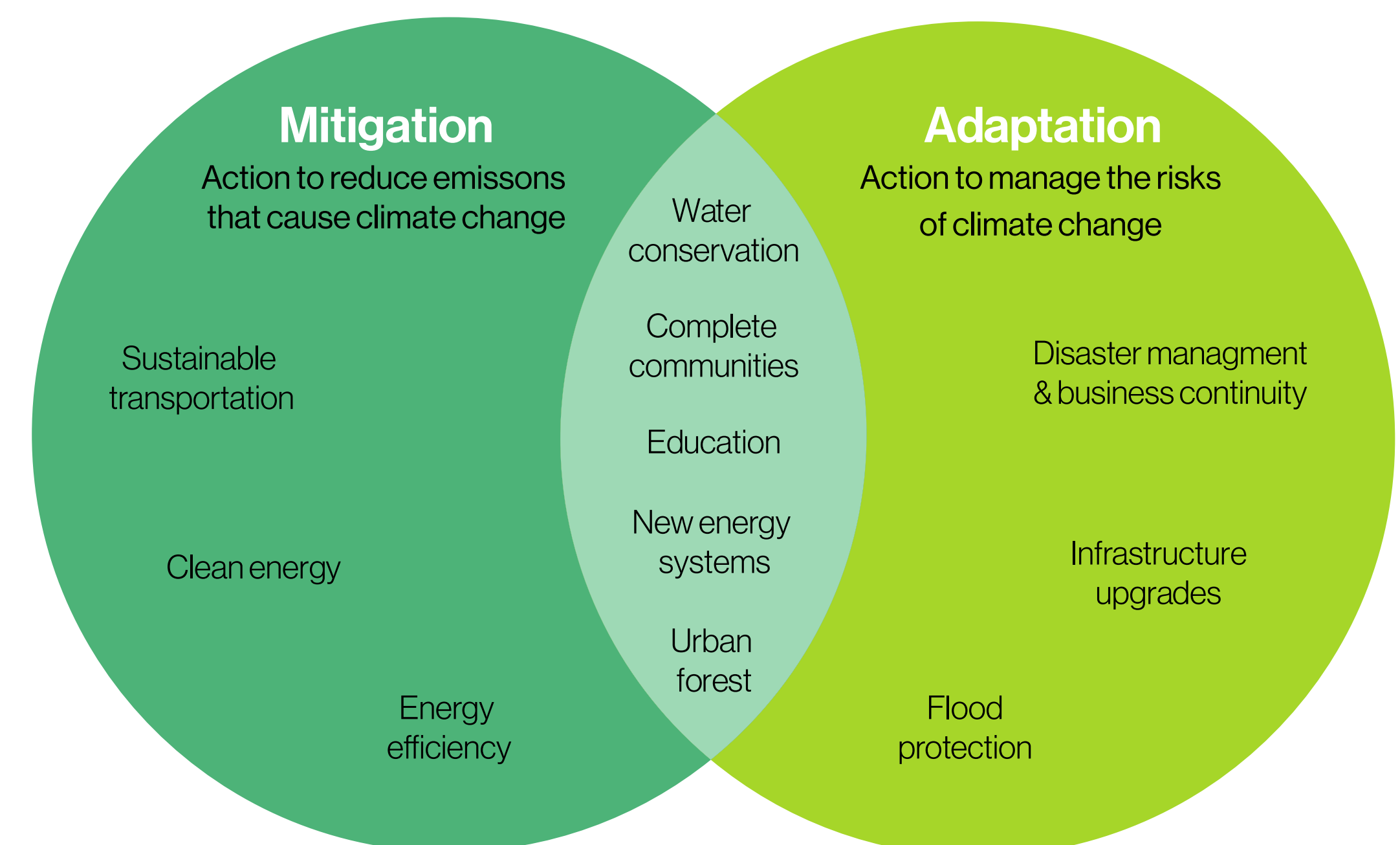
Often when people hear the words sustainability, or 'climate action', the first things that spring to mind are renewable energy, reducing waste, and flying less. These actions relate to only one side of climate action – reducing or preventing your emissions, often called climate change **mitigation**. However, we are already feeling the effects of climate change, and even if we work considerably harder on reducing our emissions, there will be changes to our climate, and more heatwaves, storms and droughts. Therefore in addition to reducing our emissions, we should also **adapt** to the impacts of climate change.

## Exercises overview

- A.3** Create a mind map exploring the meaning of 'adapt'
- A.4** Watch the video presentation 'What is climate change adaptation?' and note your reflections
- A.5** Describe your current mitigation activities

## Resources

- What is climate change adaptation? / Climate Ready Clyde / [Video](#)
- The difference between mitigation and adaptations / Climate Reality Project / [Website](#)



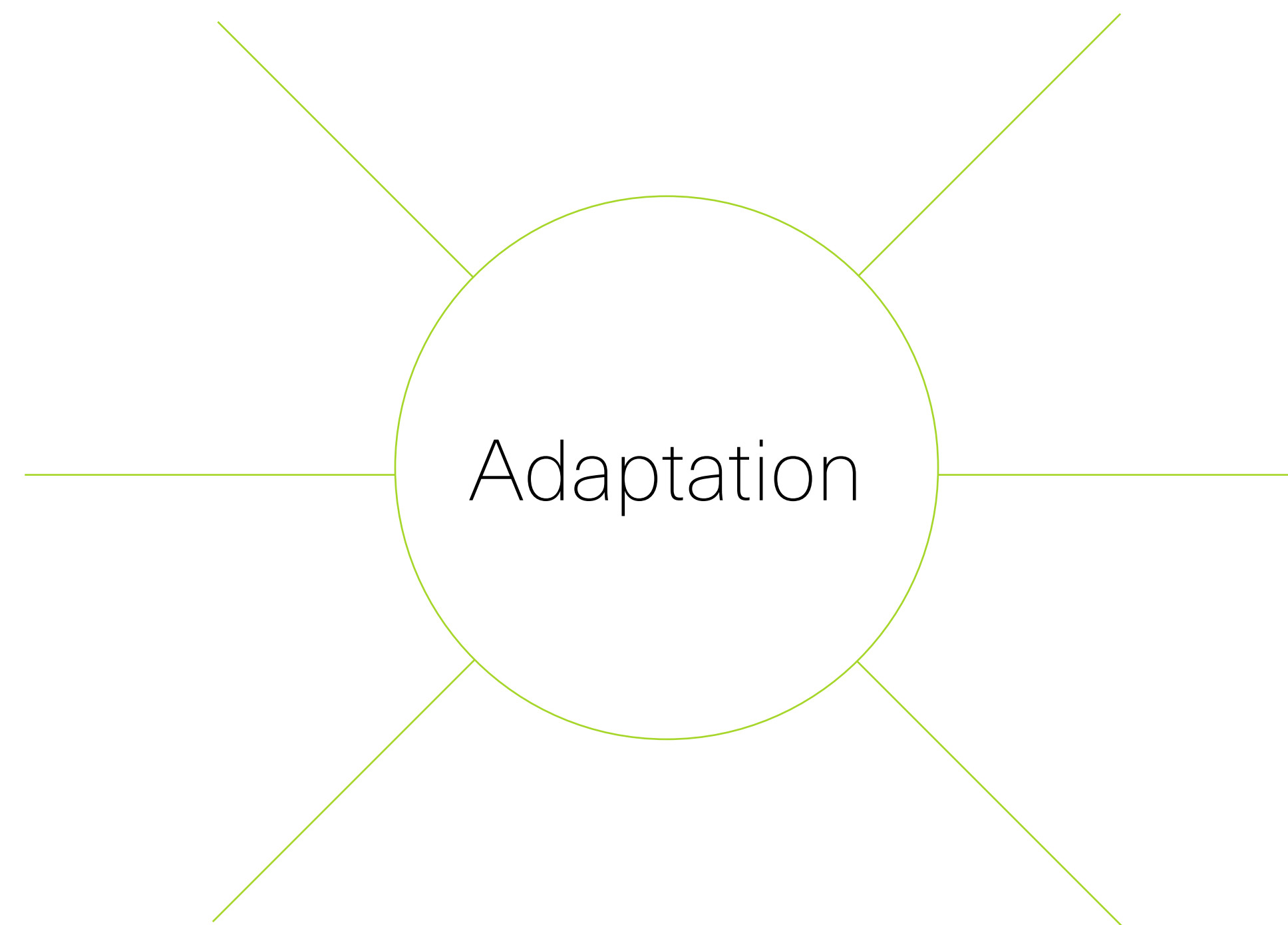


# What is climate change adaptation?

## Exercise A.3

Explore 'adaptation'.

What does 'adaptation' make you think of? Create a mind map to explore the meaning of the word 'adapt'.



A

## Exercise A.4

# 'What is climate change adaptation?'

Watch the video presentation and note down your initial thoughts and reflections. What stood out to you? What did you find interesting?



## Exercise A.5

Describe your current mitigation activities.

You may already be responding to climate change by reducing your greenhouse gas emissions. Write down 2 or 3 examples of these mitigation efforts.

## Projecting global change to local impacts

Some parts of the world are predicted to see more drought and heat stress, others will see more storms and flooding, some have both. Coastal areas will experience rising sea levels, upland areas will experience less annual snowfall, urban areas will experience more flooding over concrete surfaces. The more you narrow down to regions, countries and local areas, the more detailed the expected impact becomes. It is important to remember that these are complex projections of the future and will not be totally 'certain'. However, most projections include a range of scenarios based on what is most likely to happen, which is typically enough information to plan around.

## What you can expect from climate change

To understand what the impacts of climate change will mean for you and your organisation, you need to explore what is expected to happen (or has already happened) in your area.

- Most countries have climate change projections that enable you to look at the impacts at a national level.
- But many cities and regions have a climate change risk assessment, a climate plan and/or a climate adaptation plan - which often also describe the local risks of climate change.

## Sources of expertise and support

Although this toolkit will help you begin your organisation's adaptation to climate change impacts, it cannot offer the local context or local expertise specific to your particular location. Many municipal governments have climate change departments or sustainability personnel who can inform and support your work.

## Exercises

- A.6** Research the projected climate impacts in your region
- A.7** Identify impacts you have already experienced
- A.8** List existing public projects or adaptation strategies in your region

**Following pages >**

## Resources

- Climate change in Europe / Cultural Adaptations / [Website](#)
- Climate change adaptation / Cultural Adaptations / [Reading list](#)
- Flood maps / NASA / [Tool](#)
- Country adaptation profiles / United Nations Development Programme / [Website](#)
- Special Report: Global Warming of 1.5 degrees / IPCC / [Report](#)
- Urban resilience / Resilient Cities Network / [Website](#)





## Exercise A.6

Research the projected climate changes in your region.

What kinds of changes can you expect? Is there anything that particularly stands out to you? **From the list below, circle those impacts which are most likely to impact your region.**

# Heatwaves

## Land slips

## Flooding

## Rising sea levels

## Storms

Increased rainfall

## Droughts



## Exercise A.7

Identify the impacts you have already experienced.

Do you have a specific event in mind? What happened?

[illegible]





# Why should the cultural sector adapt to climate change?

When we think of climate change impacts, it is the physical changes we describe (changing heat, rainfall, rising seas, etc) but the secondary impacts (the implications) of these physical changes are often more significant. We can expect social, economic, political and legislative shifts as a result of climate change, and this will affect all elements of the cultural sector - from how audiences access and experience cultural events, to how funders and insurers work with cultural organisations, and even how staff undertake their job in a safe working environment.

## Reasons to adapt

There are lots of reasons why your organisation should find ways to adapt to climate change. These include:

- **Strategic** - A changing climate could fundamentally affect your organisation's business model, ability to undertake activities, and its core purpose.
- **Financial** - With change comes cost. You can save money in adapting early to climate change before it causes physical damage to your spaces. You can also reduce your financial risk from cancellation or major disruption of shows or events.
- **Operational** - Climate change and extreme weather could affect all aspects of your organisation's operations - from supply chains and transport, to premises and performances.
- **Reputational** - You can help your organisation become resilient to other shocks by adapting to the dynamic problem of climate change. You can also identify the new opportunities which arise from a changing climate.
- **Legal/Compliance** - Building resilience reduces the risks of penalties or disputes arising from contractual or other legal issues. The impacts of climate change could make it more challenging to comply with other existing legal or contractual requirements - such as Health and Safety regulations.

From this list, it is important to recognise your primary motivations for creating an adaptation plan. These will help you later, when it comes to prioritising the actions you want to undertake.

## Adapting to Covid-19 and building resilience

Many cultural organisations are already skilled at adapting to new circumstances and challenges. In particular, the Covid-19 pandemic required the whole cultural sector to radically change how they operated at short notice, and over an extended period of practical, financial and social uncertainty. Things which were unthinkable became possible. But reflecting on this experience can also help you explore how adaptable your organisation is, and widen the scope of what amount of change is possible in unprecedented circumstances. The pandemic likely forced you to examine the core function of your organisation, become more agile and refocus on the things essential to your existence: these are all important when considering how to adapt to climate change.

## Exercises

- A.9** Identify why you want to adapt to climate change by completing the mind map
- A.10** Explore how adaptable your organisation is by nature
- A.11** Reflect on how your organisation adapted to Covid-19

**Following pages >**



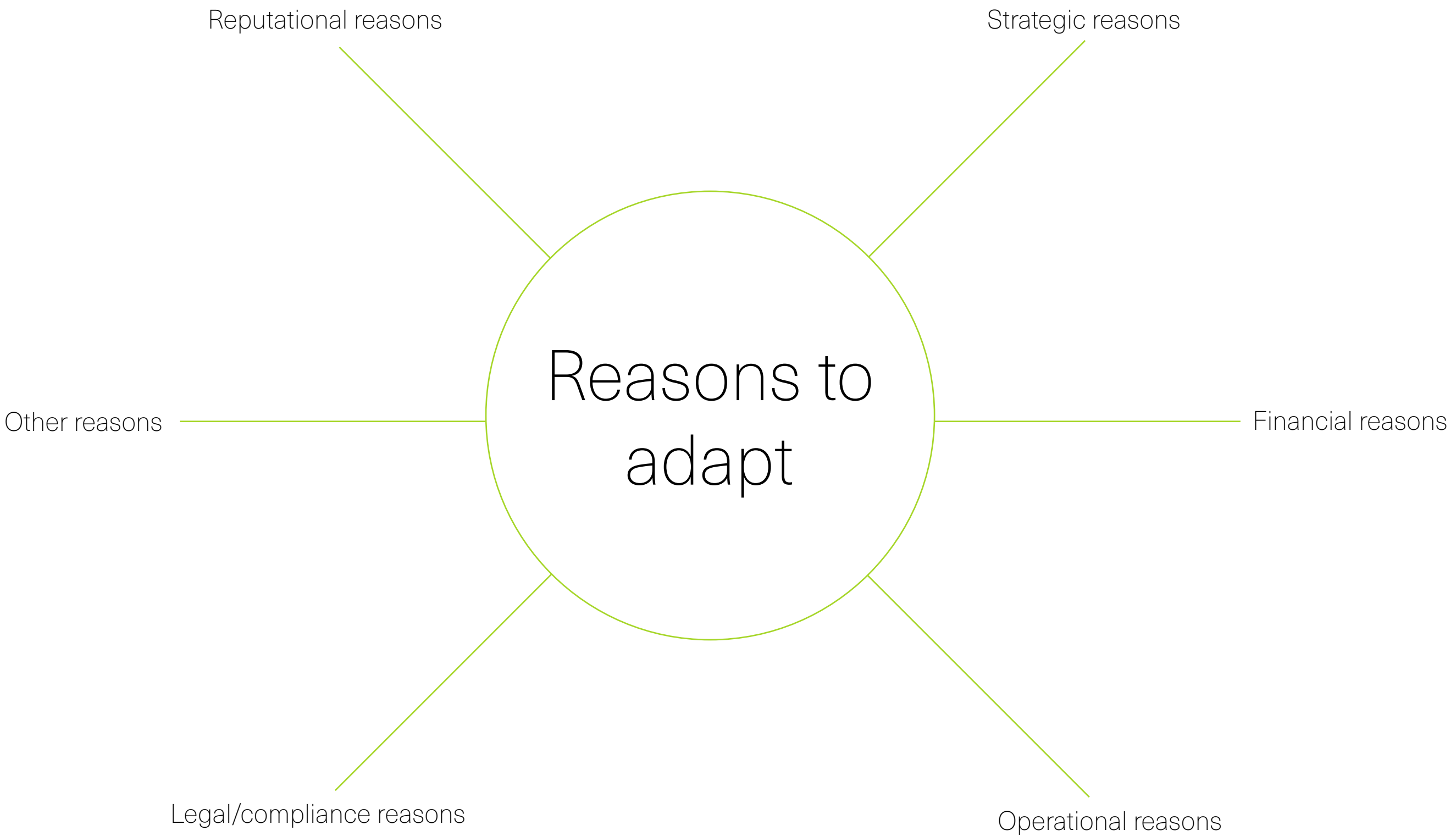


# Why should the cultural sector adapt to climate change?

## Exercise A.9

### Identify why you want to adapt to climate change

Why have you decided to adapt to the impacts of climate change? Explore your motivations by completing this mind map.



# Why should the cultural sector adapt to climate change?

## Exercise A.10

## Explore how adaptable your organisation is in nature.

Do you consider yourself and/or your organisation 'adaptable?' Why?



### Exercise A.11

Reflect on how your organisation adapted to Covid-19.

How did your organisation adapt to the pandemic? Can you imagine any of these emergency measures, qualities or principles being useful for climate change adaptation?

# Section B:

## How will climate change impact your cultural organisation?

# B

**Beginning with your business model**

**Adapting your operations**

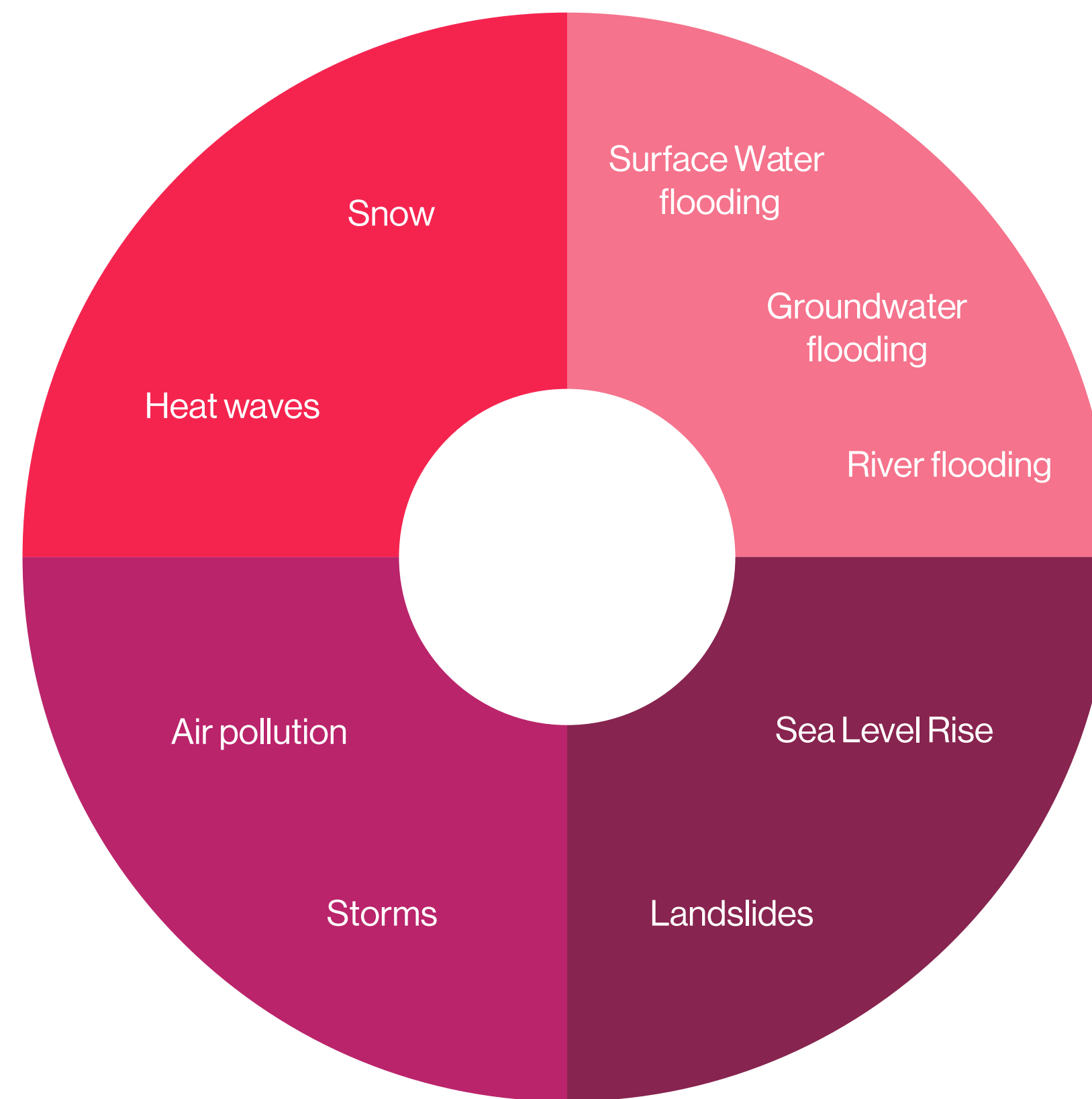
**Adaptation through creativity**

**Adapting as part of your community**



In order to adapt to climate change impacts, you need to identify how what you do will be affected. In this section you will explore three primary ways in which climate change will impact your cultural organisation: how you practically work, your artistic work, and your local context. It's also important to understand your 'business as usual' in order to anticipate how things might change.

The term 'business model' has many interpretations, often varying across sector and organisational approach, but for a cultural organisation, it typically refers to the strategy by which an organisation adds value to its audiences. In describing your business model, you identify the activities which your organisation undertakes, and also the resources, partners, stakeholders and income/revenue involved.



## Exercises

### B.1 Business model template

Complete this simple template to summarise who you are and what you do:

**Following page >**

## Resources

- Climate change in Europe / Cultural Adaptations / [Website](#)
- Adapting Cultural Business Models for Climate Change / Cultural Adaptations / [Presentation](#)
- An introduction to business models for arts and cultural organisations / IETM / [Report](#)

# B

<div>B.1</div> <div>Key activities</div> <div>What activities do you undertake?</div> <div>(e.g. theatre production, marketing, workshops)</div>	<div>Key partners</div> <div>Who do you work with?</div> <div>(e.g. programme partners, local authorities, schools)</div>	<div>Key resources</div> <div>What resources do you need to create and deliver your objectives?</div>
<div>Value proposition</div> <div>What do you uniquely do for your audiences?</div> <div>(e.g. increase access to art; showcase world-class literature; develop new artists)</div>	<div>Audience relationships</div> <div>What relationships do your different audiences expect for you to develop and maintain?</div>	<div>Channels</div> <div>How do you reach your audiences?</div> <div>(e.g. live events, social media, 1:1 coaching)</div>
<div>Audience segments</div> <div>Who are you seeking to benefit with your work?</div> <div>(e.g. local community; academics, emerging creatives)</div>	<div>Cost structure</div> <div>What are the costs you incur in creating and delivering your value proposition?</div> <div>(e.g. Building costs, legal, staff, materials)</div>	<div>Revenue / Income streams</div> <div>How do you fund your activities?</div> <div>(e.g. Government grants; trusts and foundations, donations, ticket sales, workshop fees)</div>

## Recognising physical risks: how will climate change impact your work?

One of the immediate things to consider is how changes to our physical environment will have a direct impact on your operations: the ways and means through which you deliver your activities. As we have explored in Section A, there are a number of changes we can expect - from increases in summer and winter temperatures, to more rain and flooding - depending on your location and the climate change projections for your region.

These changes can pose risks to how you work - disrupting or cancelling activities, causing damage to spaces or collections, or even endangering staff and audiences. Like with other risks your organisation may face, it's important to recognise these early and identify ways to avoid such situations: to adapt and thrive.

There are a number of operational areas, common to many cultural organisations, which you should consider:

- **Offices and venues** - The spaces in which you work - whether you run your own building or are a tenant in a larger space. Can you change the heating and cooling controls in the building as our summers and winters get warmer? Is your building next to a river, canal or the coast, and at risk of flooding? Is your roof secure and able to withstand stronger storms?
- **Staff, freelancers and volunteers** - The people who deliver your work. Can they still travel to your office or venue in inclement weather? Are you able to provide a safe working environment? Do you have the means to contact these people urgently as a result of an emergency?
- **Audiences and participants** - The people who attend or participate in your work. Can they travel to, and access, your venue in different weather conditions? Can you ensure the space is safe, and guard against trips and slips from wet shoes? Can you provide drinking water and shade during hot outdoor performances?
- **Finance and fundraising** - Are you insured against sudden cancellation due to extreme weather events? Have you prepared a contingency fund to deal climate change-caused damage? Do you have the funds to install air conditioning or other cooling equipment?
- **Collections and materials** - Do you store materials in places at risk of flooding? Are your collections at risk of humidity or heat damage or an increased presence of insect pests? Do you have an evacuation plan for your artworks in case of an emergency?
- **Travel and touring** - What would happen if a storm or flood prevented you from travelling by your preferred route/means? Are you dependent on production materials coming from another location?

### A note on secondary impacts

In this introductory toolkit we are specifically concentrating on the things which will affect your operations in an immediate way, but climate change will also create shifts on a global scale which might have trickle down effects on your work. For example, the impact on agriculture might make food more expensive, which could lead to increased costs in your cafe; the shift to more public spending on dealing with the impacts of climate change could lead to a reduction in grant funding; people moving to more rural areas could change your audience demographics.

### Turning risks into opportunities

It can be easy to see the impacts of climate change as exclusively limiting the scale of scope of your activities for the worse. However, there may also be more opportunities which result from our physically changing climate. For example, warmer and drier weather in some places may provide a welcome opportunity to host outdoor performances, or reduced snowfall in winter might make your venue more accessible in these months.

## Exercises

**B.2** Explore the physical risks to your organisation from different climate impacts

Think through the different activities your organisation undertakes. How would these be affected by different potential climate impacts? Remember there will be benefits as well as challenges.

**Following page >**

## Resources

- Climate Change Risk Assessment Guidance / Adaptation Scotland / **Tools**





B.2	Heat and large temperature fluctuations	Rainfall and flooding	Storms and extreme weather	Sea level rise and landslides
Offices and venues				
Staff, freelancers and volunteers				
Audiences and participants				
Finance and fundraising				
Collections and materials				
Travel and touring				

Although climate change impacts might mean *how* you deliver your activities will have to change, our changing climate might also prompt you to change *what* you create.

## Can climate impacts prompt creative possibilities for your organisation?

Instead of redesigning activities to avoid a particular climate change impact, you can also begin to design your programme to embrace these changes. Within this, there is great artistic opportunity: new creative prompts and variables which could lead to more interesting activities, which are also more suited to our current and future climate. For example, you could develop a new 'outdoor summer season' with an expectation of increasing temperatures making more outdoor events possible. This requires an acceptance that things will not be the same again, but that the future can be better than the past. And in that case, how can we programme artistic work which thrives in this world?

## Creatively exploring how we adapt to climate change

Our arts and culture have always reflected the great challenges and debates which dominate our society: helping us to imagine different futures, think outside existing paradigms, and wrestle with moral decisions where there is often no 'right' answer. Climate change is one of the biggest collective challenges we have ever faced, and how we shift and change as local and global societies will continue to be a point of discussion for many decades to come. As a cultural organisation, you have the opportunity to help lead this shift - informing and inspiring your audience, and exploring the implications of these changes for our way of life. How can climate change be an artistic prompt for your work, or further develop part of your existing artistic programme?

## Exercises

**B.3** Explore how a different climate could create new opportunities in your existing programme

Your current programme has been developed around your present circumstances. Our changing climate will change these circumstances. Think through two or three of your recent productions / exhibitions / events / festivals and explore how a different climate might provide different creative opportunities.

**B.4** Generate ideas that use climate change adaptation as a creative prompt

**Following pages >**

## Resources

- Engaging the public on climate change through the cultural and creative sector / Creative Ireland / [Report](#)
- Water, rain and creativity / Rain Gothenburg / [Video](#)

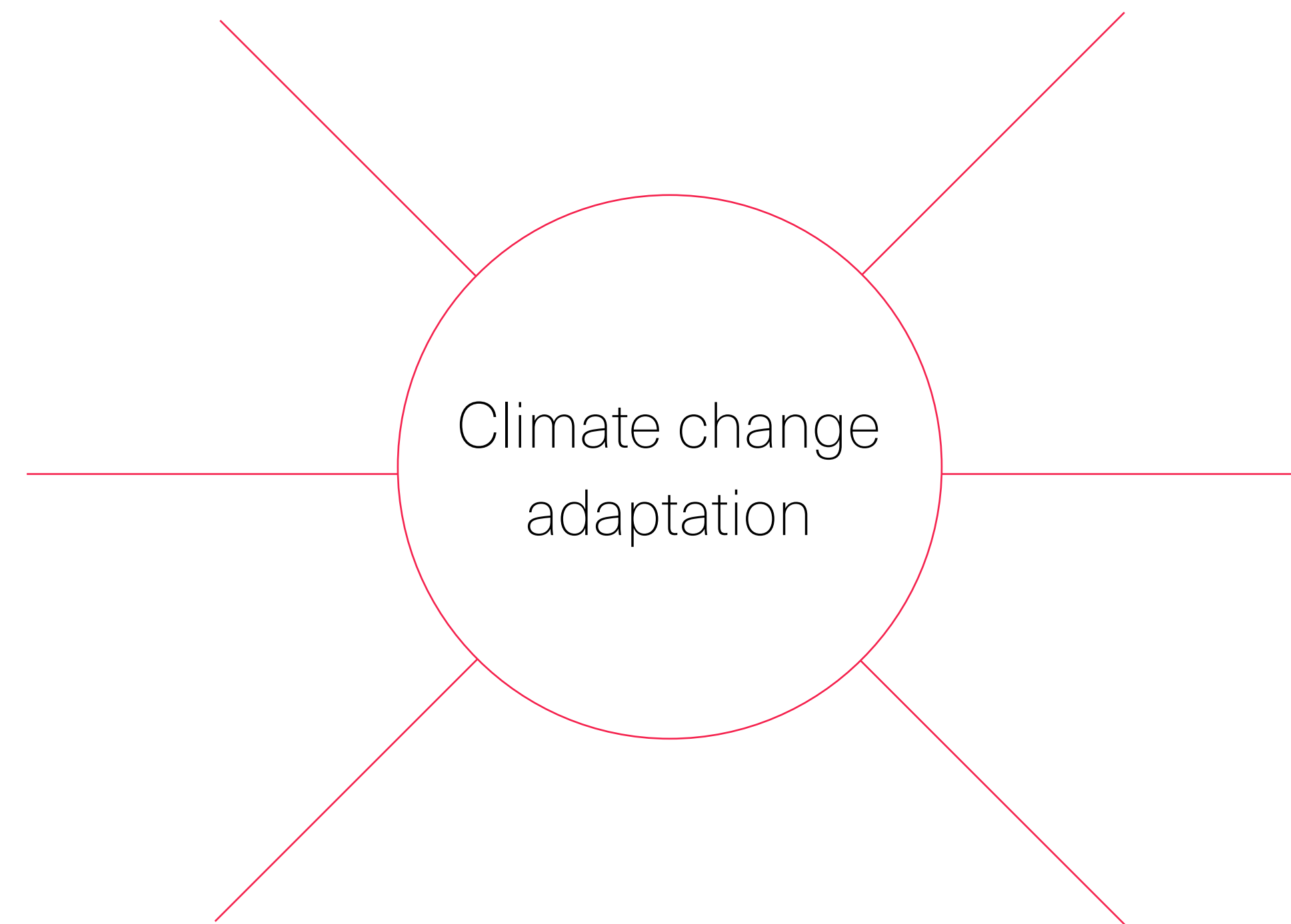


<div><div>B.3</div><div>Activity</div><div>Think about an activity, event, festival or project your organisation is working on.</div></div>	<div><div>Aim</div><div>What is the project trying to do?</div></div>	<div><div>Climate Impact</div><div>What climate impact is most likely to affect this activity - how?</div></div>	<div><div>Opportunity</div><div>How could you alter the design or content of this activity to embrace climate change?</div></div>

## Exercise B.4

Generate ideas that use climate change adaptation as a creative prompt.

Imagine you are developing a season of work on adapting to climate change. What you like to explore with your artists and audiences?



# B



## Culture as a pillar of community

No cultural organisation exists in isolation, and your organisation likely already works with members of your local community or a community of interest. This role in your community might be a core part of your operating strategy, or a product of your location; they might make up your audience or your participants; they might be core funders of your work or provide the inspiration for your artistic programme. All these elements require cultural organisations to respond to wider dynamics in society, such as public moods, morals, opinions and values - including perceptions and impacts of climate change adaptation.

## What role can you play in helping your local community adapt?

In involving your community with your adaptation, you can play a pivotal mediator role in opening minds, starting conversations and reducing the tendency for people to dissociate with this challenging topic. In order for anyone to adapt, they need to be realistic and acknowledge the consequences of climate change. This can feel threatening to many, and so is often avoided. Cultural organisations often already have skills in tackling difficult topics and situations, and often address these in their artistic programme or outreach and education initiatives. For example, during the Covid-19 pandemic many cultural organisations sought to identify how they could make a difference, help out those in need and support society to understand and cope with the crisis.

A good place to start when considering what your role in the community might be is reflecting on the values you hold as an organisation - the principles by which you seek to work and interact. For example, you might consider 'honesty' to be an organisational value, which might lead you to focus on honestly communicating the impacts of climate change, 'ambitious', which might lead you to look for innovative, experimental approaches, or 'responsible' which might encourage you to provide a place of refuge in a climate

## Climate impacts and adaptation initiatives will have unequal impacts within your community

The impacts of our changing climate, now and in the future, will affect different people in your community differently. Various characteristics in a community - for example gender, class, race, wealth and disability - overlap and interact to create and exacerbate existing vulnerabilities to climate impacts. In exploring how climate impacts will affect your local area, you can tailor any outreach or community engagement activities to specifically support those most vulnerable in your community.

This is also important to consider when planning your own adaptation actions. Any adaptation activities undertaken in your community will have socio-economic implications, and you should consider any potential negative impacts on groups within your community when designing your adaptation plans.

## Connecting with local adaptation initiatives

As explored in Section A, it is likely that there will be a regional or national climate change adaptation policy framework for your area. Many municipal and regional governments are already implementing adaptation initiatives, often at the infrastructure level. In connecting with these organisations and initiatives, you can learn more about what is happening in your local community, and how you can benefit from, connect with, or creatively respond to this work.





- B.5** Identify the people or groups in your community who are most vulnerable to climate change
- B.6** Research local adaptations initiatives your organisation could participate in
- B.7** Think about the ways your organisation could support your local community to adapt



- Engaging the public on climate change through the cultural and creative sector / Creative Ireland / **Report**
- Can culture help our communities adapt? / Cultural Adaptations / **Podcast**
- Socially vulnerable groups sensitive to climate impacts / Climate Just / **Website**
- Engaging the public on climate risks and adaptation / Climate Outreach / **Report**
- How to tackle climate change and inequality jointly / C40 Cities / **Video**

## Understand vulnerability in your community.

[illegible]

## Exercise B.6

Research local adaptation initiatives.

What existing adaptation actions are taking place in your community? Are there any that you can get involved in (or which you are already involved in?). You might find your research in A.6 to be helpful.

A large, bold, red capital letter 'B' is centered on a white background. The letter is composed of a thick vertical stem and two rounded, bowl-like shapes. The top bowl is slightly larger than the bottom bowl. The letter is positioned such that its top and bottom edges are near the top and bottom horizontal lines of the page, respectively.

## Exercise B.7

# Support your community.

Think about the ways your organisation could support your local community. What opportunities are there in your building programme or outreach work to support the adaptation of your local community?

# Section C:

## How will climate change impact your cultural organisation?

# C

**Identify risks**

**Form actions**

**Prioritise actions**

**Identify resources and support**

**Communicate adaptation action plan**

In understanding how climate change will affect your region and your organisation, you have the opportunity to prepare for these changes in advance - minimising the risks and maximising the opportunities. In this section you will follow a process for creating an adaptation action plan for your organisation - engaging others, prioritising issues to address, resourcing your plan, and communicating it to key stakeholders.

In general, adapting to climate change is best done through a systematic process. This toolkit sets out a number of steps, based on European best practice, but tailored to the cultural sector.

A key part of forming your adaptation plan is to acknowledge your risks. This format may be familiar to you if you have undertaken a risk assessment before, and is typically used by regional and national government bodies when developing adaptation strategies. The principles are the same, but the risks are specific to climate impacts. Think about:

- Immediate risks: Begin with risks to your current operations, then think about your current and future artistic programme, followed by the impacts for your wider local community.
- Implications (secondary risks): Are there any risks which might arise from the wider social and economic implications of a changing climate? For example, if more public funding goes to addressing climate impacts, is public arts funding at risk?

For each risk, approximate how likely you are to experience this risk, and how much of an impact it would have on you (as an organisation or as a community).

## Exercises

**C.1** Complete a climate risk assessment for your organisation

Think about the different impacts of climate change that you've identified earlier. How likely are these things to happen? How big an impact would this have?

**Following pages >**

## Resources

- Climate change risk assessment / Historic Environment Scotland / **Example**



C.1

Risk What is the climate/hazard, and what is at risk of happening?	Consequences What impact will it have on your operations, artistic programme or local community?	Likelihood	Impact	Risk Ranking
		On a scale of 1-5 how likely is it that this will happen?	On a scale of 1-5 how significant an impact will this have on your organisation or those you work with?	Multiply the likelihood x impact to get an over numerical ranking



Once you have identified the risks your organisation faces, you need to think about how you are going to overcome these challenges. These may be practical interventions (like creating more greenspace around your building to help cope with increased rainfall) or managerial interventions (like developing an emergency plan of how to communicate with staff during extreme weather).

There are different types of actions:

- Avoid the risk by preventing the situation occurring
- Reduce the extent of the risk by putting safeguards in place to minimise the impact
- Transform the risk into an opportunity

A few tips:

- Be creative: The creative resourcefulness of the cultural sector is a particular skill to employ here: think about the opportunities you have identified in the earlier sections, and if you can identify positive actions for your organisation to take.
- Think about what elements are within your control: Depending on the scale of your organisation, there might be only one or two actions within your direct control, with many other actions that are led by, or involve your community or other organisations. This is quite common in the cultural sector: but consider how your existing networks and partnerships can contribute to these wider goals.

## Exercises

**C.2** Identify actions which enable your organisation to avoid, reduce or transform your risks

Look at the risks from your table with the highest 'risk rating'. What are you doing to do to avoid the risk, reduce the impact of the risk, or turn the risk into an opportunity?

**Following page >**

## Resources

- Principles of good adaptation / Adaptation Scotland / [Website](#)
- Researching adaptation in the visual arts / Creative Carbon Scotland / [Report](#)





Adaptation is an ongoing process: as our climate continues to evolve, so will cultural organisations, and thus so should your adaptation plan.

## Set realistic priorities

It is important to ensure you prioritise your actions according to what is realistic for you to achieve and what will create the most significant positive impact. A lack of capacity is a common challenge in the cultural sector. As a result, you should aim to identify actions which have maximum impact relative to the effort and difficulty they take to deliver.

## Set realistic timescales

You should aim to prioritise your actions into a mix of short, medium and long-term actions. Shorter timescales can kick-start your organisation's adaptation, but taking on too much at once can overwhelm people. Equally, too long a timescale means that your organisation might not adapt quickly enough: and will suffer negative impacts as a result.

- **Short-term** = within the next 3-6 months
- **Medium term** = between 6 months and 1 year from now
- **Long term** = next year and beyond

Some actions might be regular and ongoing, but try and break these down into smaller steps which you schedule into the future.

## Targets and goals

Try to ensure that each of your actions is 'SMART' (Specific, Measurable, Achievable, Relevant and Time-Bound). If possible, identify who will 'own' each action and be responsible for its delivery. This will ensure that you can track whether your action plan is making progress.

## Monitoring and review

Set a date when you will review your adaptation plan. Think about aligning it with other strategic planning cycles for your organisation. This will ensure that it stays up to date as your organisation continues to develop.

## Exercises

**C.3** Rank your proposed actions according to how feasible and impactful they could be

**C.4** Prioritise your actions

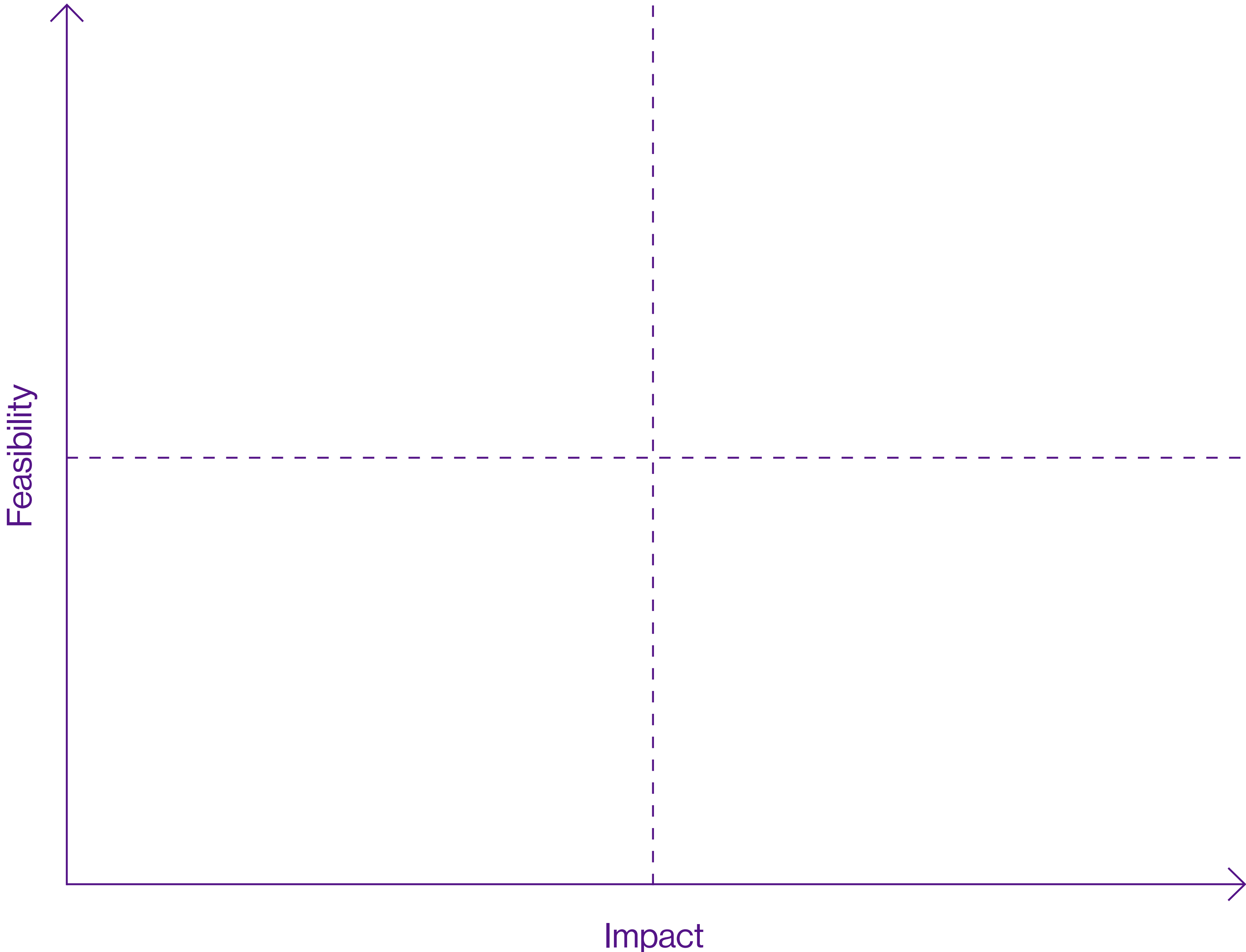
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## Exercise C.3

Create feasible and impactful actions.

Think about the actions you want to take. How difficult will they be to do? How much of a positive impact will they have? Approximate this relationship of feasibility and impact by plotting your action on this graph.





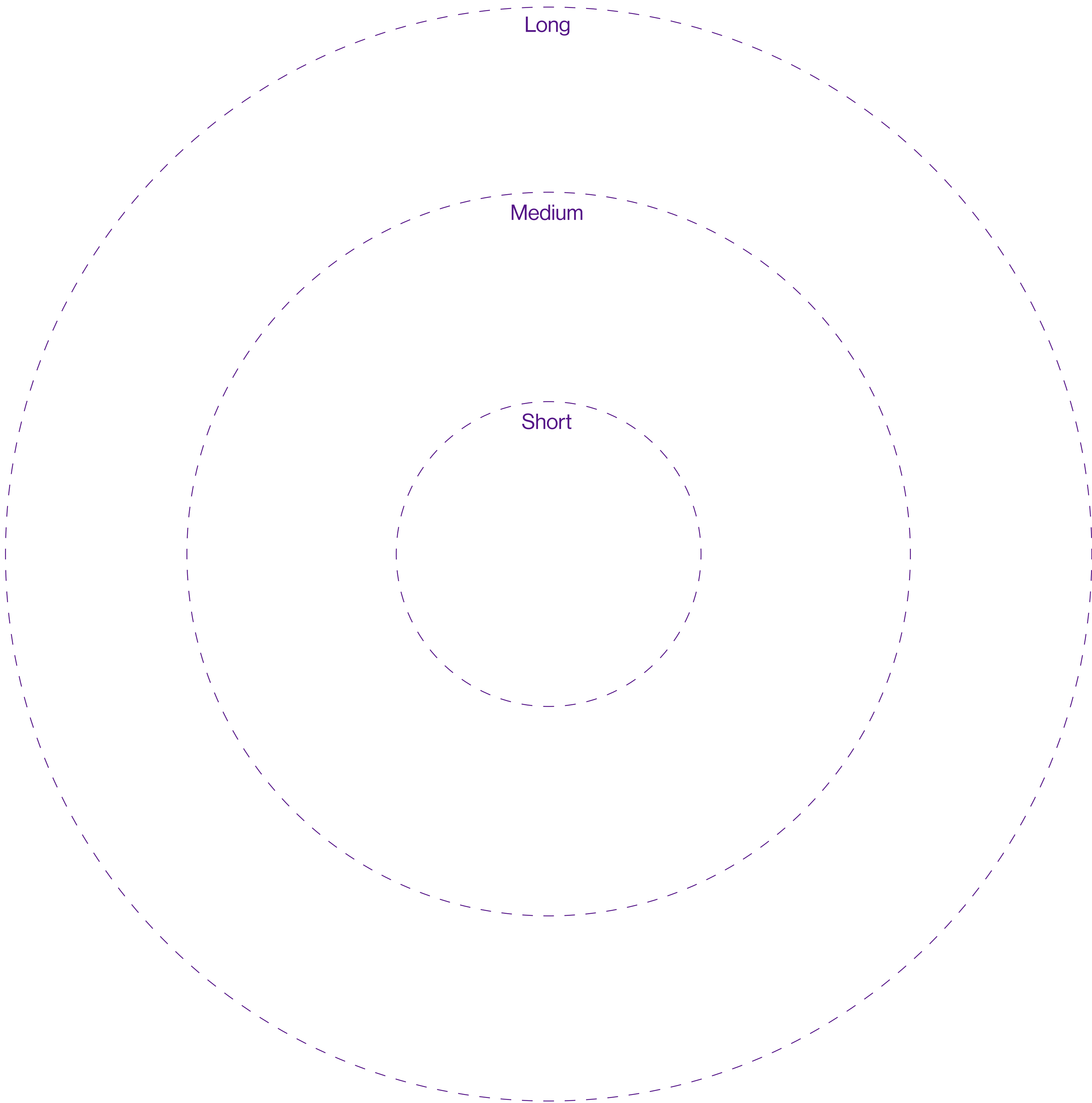
## Exercise C.4

### Prioritise your actions.

Think about the timescales on which you and your organisation can work, the opportunities for change, and which actions are most important for you.

Categorise your actions according to the timescale on which you will achieve them.

A short timescale might be a few weeks, a few months or up to year, depending on the nature of your organisation.



You will need a number of things for your adaptation plan to be successful. Identifying these now will strengthen your plan and support you in delivering it:

- **Time** - The most common barrier for cultural organisations when implementing adaptation plans is a lack of time. This is a new area of work for everyone, but often it is not anyone's direct responsibility. Nominating a number of green champions to lead this work, building adaptation into job descriptions, or embedding plan actions into other strategic work can help carve out the time to dedicate to ensure a plan's success.
- **Money** - Adaptation plan actions might incur some costs, but the financial costs of not adapting to climate change are likely to be much greater. Begin by understanding how climate change affects your 'bottom line': how much money has your organisation spent on repairing flood or storm damage? Or how much income did you lose from having to cancel a performance, a festival or event? This will help you identify how you could justify creating a budget for your adaptation actions. If more significant funding is needed, you could seek grant funding from your existing cultural funders, explaining how investing in adaptation now will make you a more resilient organisation in the future. Alternatively, you could source funding from local government, adaptation or wider climate change sources, citing the social, economic, environmental and cultural co-benefits of action on adaptation.
- **Expertise** - No-one expects you to have all the answers! Recognise what you don't know: whether that be the scientific projections for your region; the vulnerabilities of your building or the best place to install a rain garden. There will be internal experts on how your organisation works, and external experts on adaptation you can consult.
- **Support** - For any plan to succeed, it needs to have the support of leadership figures within an organisation - particularly when planning significant shifts in activities. Consider your governance structure: do you have a board of directors you need to approve your adaptation plan? Who holds your organisation accountable for its decisions and actions?

## Exercises

**C.5-8** Think about how you will find the resources and support needed to enact your adaptation actions

**Following page >**



## Exercise C.5

Find the time.

Think about how you can build the internal capacity for this work across your organisation. Who will be able to take on some of these actions? Whose job descriptions can be altered to adjust these changing priorities?

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## Exercise C.6

Find the money.

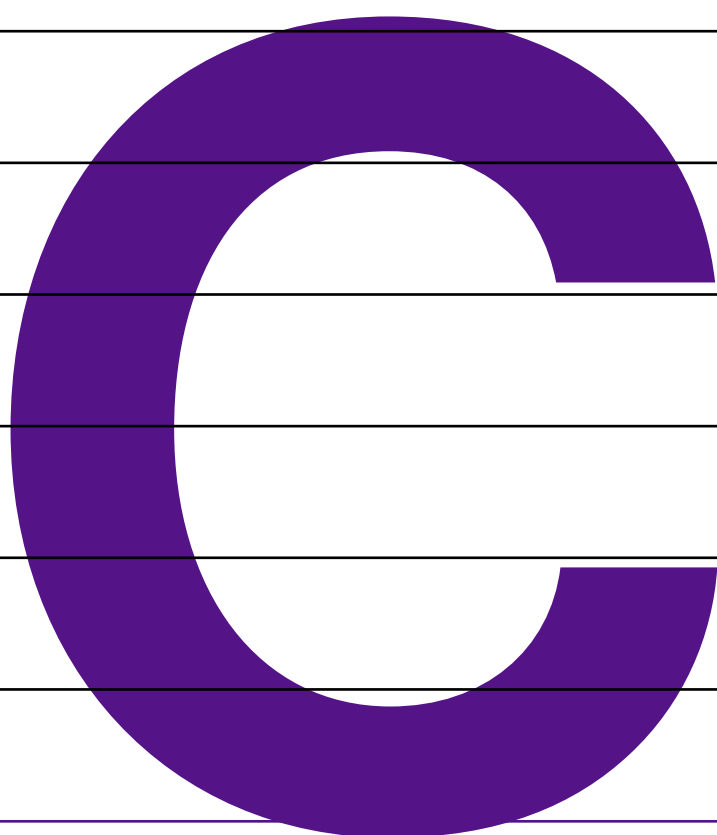
Your proposed action might require some upfront costs. What sources of funding could you use for this? Are there grants or loans available from your regional government?

[illegible]

## Exercise C.7

### Find the expertise.

You will likely need additional support for some elements of your adaptation actions. Who could help provide advice, support and knowledge to aid your adaptation actions? This could range from internal experts on your processes and planning, to adaptation specialists.



## Exercise C.8

### Find the governance.

It is crucial to get permission and support from your leadership figures and your organisation's governance structure (like your Board of Directors or city's Culture department). Who can you talk to? How will this align with their strategic priorities?



Good communication is key to the success of any adaptation action plan, because it helps build support, resources and opportunities for implementation.

Due to the scale of many national or regional adaptation plans, they are often very dense and lengthy with lots of complex information. This is necessary at this scale: there are lots of complex intersecting factors. However, for the purposes of an adaptation action plan for a cultural organisation, a much shorter action plan which efficiently presents and explains how the organisation will adapt is sufficient.

Some tips for writing up your plan:

- **Purpose** - What are you seeking to achieve in communication your adaptation action plan? Is it to build internal support among your staff? Is it to fulfill responsibilities to your funders? This will affect how you introduce the plan.
  - **Audience** - Think about who you are writing your adaptation plan for: is it for your staff, for your audiences, for your board? This will influence the language and examples you use.
  - **Format** - Think about the different mediums through which you could communicate your adaptation plan beyond the written pages: could you deliver a presentation to your key stakeholders? Could you make a short video to share your actions with your wider network over social media?
- This will ensure that the information is accessible to your audience.
- **Length** - Keep the scale of your plan in line with your audience and format - it doesn't need to be extensive to be effective. If written, aim for something 1 - 3 pages in length in order to ensure it doesn't become burdensome.
  - **Location** - How will people access your plan? Does it need to be displayed physically in your space for easy reference, or should it be hosted publicly on your website? This will ensure those who need to reference it can access it quickly.

## Exercises

**C.9** Identify the primary audiences for your adaptation action plan

**C.10** Decide on the best format for your plan

**C.11** Launch your plan

**Following page >**

## Resources

Communicating climate change adaptation / Climate Outreach / **Report**



## Exercise C.9

## Identify your primary audience.

Who do you want (and need) to share your adaptation action plan with? This may be colleagues, directors, artists, audiences or other building users.

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## Exercise C.10

Decide on your format.

Which format is suitable for your plan? Remember: it does not need to be a weighty document!

[illegible]



# Appendix 1: Ideas for adaptation actions



This appendix hosts a number of ideas which you might wish to include in your adaptation action plan. Your adaptation action plan will be unique to your organisation: tailored to your specific location, context and circumstances. Here we've provided a list of potential actions and links to examples in practice to help inspire your work.



	Quick wins	Next Steps	Strategic Interventions	Practical examples	Artistic examples
Heat and changing temperatures	<ul style="list-style-type: none"><li>• Train employees on the health and safety considerations for staff and audiences in heatwaves (e.g. providing drinking water to avoid dehydration).</li><li>• Plant trees to create shade and support localised cooling.</li><li>• Adjusting internal climate controls to reflect the current and future climate.</li></ul>	<ul style="list-style-type: none"><li>• Identify a temperature threshold for safe working, and alternative locations or working hours to enable cooler working.</li><li>• Upgrade your building management system (BMS) to recognise and react to extreme hot and cold weather fluctuations.</li><li>• Install a sustainable air conditioning system.</li></ul>	<ul style="list-style-type: none"><li>• Develop your programme of activities to suit seasonal climate patterns - this may involve moving the dates of existing events.</li><li>• Invest in your owned or local greenspace, improving its quality and ensuring it will be a resource in years to come.</li></ul>	<b>Using nature for urban cooling</b>	<b>Olafur Eliasson, The Weather Project</b>  <b>Trajectories, Tone Bjordam and Marten Scheffer</b>
Rainfall and flooding	<ul style="list-style-type: none"><li>• Plant native and biodiverse species in greenspaces to help slow rainfall run-off.</li><li>• Raise valuable materials and equipment off the flood (onto higher shelving, for example).</li><li>• Undertake annual checks for mould and damp within your building.</li></ul>	<ul style="list-style-type: none"><li>• Improve drainage on your site - uplifting concrete/paved spaces in favour of permeable green spaces or install a green roof.</li><li>• Install rainwater harvesting systems - storing excess water or using it for irrigation or waste water systems.</li></ul>	<ul style="list-style-type: none"><li>• Strengthen the foundations of your building, ensuring it is resistant to flooding, subsidence and rising ground water.</li><li>• Research other appropriate Nature Based Solutions appropriate for your space.</li><li>• Host a discussion on climate change adaptation with your board, partners or other strategic stakeholders.</li></ul>	<b>Rainproof Amsterdam</b>  <b>Rain Gothenburg</b>	<b>SUPERFLEX, It's not the end of the world</b>
Storms and extreme weather	<ul style="list-style-type: none"><li>• Work with your facilities management team or landlord to assess building vulnerabilities - vulnerable roofs, leaking drain pipes etc.</li><li>• Implement a 'phone tree' for staff and keep contact details up to date so you can reach people in an emergency.</li></ul>	<ul style="list-style-type: none"><li>• Develop a ring-fenced budget for ongoing maintenance.</li><li>• Invest in gritting materials for instances of extreme snow and ice.</li><li>• Prepare IT systems and power generation for electrical outages - sourcing sustainable generator power for large events.</li></ul>	<ul style="list-style-type: none"><li>• Develop an emergency response plan to enable the continuation of activities - this might include how you would support vulnerable members of your community.</li><li>• Diversify your suppliers - particularly those not local - to ensure you are not reliant on only one option.</li></ul>	<b>Institute for catastrophic loss reduction, How cities adapt to extreme weather</b>	<b>HighWaterLine, New York City</b>
Sea level rise and landslips	<ul style="list-style-type: none"><li>• Prepare materials to support you in an emergency, such as sandbags.</li><li>• Check if your insurance covers damage from these impacts, or supports continuity.</li></ul>	<ul style="list-style-type: none"><li>• Ensure staff and audiences can access your office or venue without encountering vulnerable locations.</li><li>• 3Install physical flood defences like door guards and water-proofing of external walls.</li></ul>	<ul style="list-style-type: none"><li>• Begin looking for a new location - ensuring that any new site is also secure from flooding.</li><li>• Collaborate with your local or regional government to undertake an artistic project into the impacts of sea level rise on your community.</li></ul>	<b>Coastal adaptation, IMCORE</b>	<b>Jason deCaires Taylor, Rising Tide</b>  <b>Displacement journeys</b>  <b>Pekka Niittyvirta and Timo Aho, Lines (57° 59' N, 7° 16'W)</b>

# Appendix 2: Template for an adapted business model



This appendix provides a template (first used in Section B) which you could use to reflect upon how your ‘business as usual’ will change with the implementation of your adaptation action plan.

<div>Key activities</div> <div>What activities do you undertake?</div> <div>(e.g. theatre production, marketing, workshops)</div>	<div>Key partners</div> <div>Who do you work with?</div> <div>(e.g. programme partners, local authorities, schools)</div>	<div>Key resources</div> <div>What resources do you need to create and deliver your objectives?</div>
<div>Value proposition</div> <div>What do you uniquely do for your audiences?</div> <div>(e.g. increase access to art; showcase world-class literature; develop new artists)</div>	<div>Audience relationships</div> <div>What relationships do your different audiences expect for you to develop and maintain?</div>	<div>Channels</div> <div>How do you reach your audiences?</div> <div>(e.g. live events, social media, 1:1 coaching)</div>
<div>Audience segments</div> <div>Who are you seeking to benefit with your work?</div> <div>(e.g. local community; academics, emerging creatives)</div>	<div>Cost structure</div> <div>What are the costs you incur in creating and delivering your value proposition?</div> <div>(e.g. Building costs, legal, staff, materials)</div>	<div>Revenue / Income streams</div> <div>How do you fund your activities?</div> <div>(e.g. Government grants; trusts and foundations, donations, ticket sales, workshop fees)</div>



**This publication is part of the Cultural Adaptations project (EUCAN). Between 2018 - 2021 it sought to find creative, innovative and place-based methods to adapt to climate change, and to support the adaptation of the cultural sector.**



**Cultural  
Adaptations**