A climate adaptation Framework for NHS organisations - Further Guidance

Draft: Further guidance for the climate adaptation framework for NHS organisations in England

Introduction

A Climate Adaptation Framework has been developed to support NHS organisations to adapt to climate change. Drawing from a model developed for the public sector in Scotland, this framework provides a holistic approach to organisational change centred around the development of four key capabilities. These are broken down into a series of practical, actionable tasks suitable for any NHS organisation to progress their ability to understand, prepare for and respond to climate change and its impacts.

This resource has been produced by Sniffer and Sustainability West Midlands (SWM) as a result of a pilot project in partnership with NHSE North West, NHSE North East & Yorkshire, and NHS Greater Manchester, with support from a dedicated Task & Finish Group of NHS colleagues. Other activities in this project (which can all be found on the weADAPT website under the tag #NHSadapts) resulted in the following outputs:

- An Adaptation Plan Template for NHS Trusts
- Guidance on including adaptation into your Green Plan
- *Becoming Climate Resilient* training
- *Climate Adaptation for NHS Senior Leaders* training

The framework also makes reference throughout to recently published Adapt to Survive, a risk assessment and adaptation planning toolkit for healthcare providers, developed by Sustainability West Midlands.

For context on what the risks are to health and healthcare from climate change, see our glossary at the end of this document.

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The Four Adaptation Capabilities

This Framework is based on the concept that an organisation has adaptation 'capability' that determines its ability to adapt to climate change. The Framework is split into four capabilities that every NHS organisation will need to adapt to climate change, providing step by step tasks to guide the adaptation journey:

1 Graphic showing the four capabilities in the Climate Adaptation Framework: Understanding the Challenge, Organisational Culture & Resources, Planning & Implementation, and Working Together.

1. Understanding the Challenge

Adaptation is our adjustment to climate change. By understanding the challenge, we can make informed decisions based on actual or expected change. By developing this capability you will gather evidence on your organisation's climate risks and vulnerabilities, then integrate these into internal systems and procedures.

2. Organisational Culture and Resources

To make progress with climate adaptation, it will need to align with your organisational culture and resources. By developing this capability you will find ways to align adaptation activities with your organisation's wider organisational strategy. Over time, adaptation will become mainstreamed into plans, policies and procedures – part of business as usual for your organisation.

3. Planning & Implementation

Adaptation is an ongoing challenge that requires strategic planning and implementation to achieve outcomes. By developing this capability you will set appraised options into an adaptation strategy and action plan, adopting an approach that maintains flexibility and seeks pathways for an adaptation transition.

4. Working Together

No organisation can adapt alone, by working together we can do more to achieve shared adaptation outcomes. By developing this capability, you will forge connections with key partners to share ideas and find opportunities to collaborate. You will benefit from engaging with a diverse range of stakeholders to help shape your adaptation plans.

To get the most out of the resource

There is a downloadable PDF booklet that covers 43 recommended tasks contained across maturity stages in each capability. The booklet can be found here, and includes a high-level description of each task to provide a concise summary of the framework. This document includes further explanation, guidance, and extra relevant links for each task.

1. Look through the headline tasks in each capability to gain an initial understanding of the actions involved and how capabilities link together.

2. Consider what tasks you have completed as an organisation and therefore what maturity level you feel you are at for each capability (your baseline). This will then help you plan your future actions to become an organisation more prepared for effectively adapting to climate change.

3. Use the further guidance in this document to help you understand and act on the tasks suggested. Other existing resources on Climate Change, Adaptation, and its relevance to the NHS are linked to throughout the framework to explore as well, and key definitions on climate change, the risks, and adaptation tailored towards a healthcare audience can be found at the bottom of this document.

Further Guidance on Understanding the Challenge

UNDERSTANDING THE CHALLENGE

Adaptation is our adjustment to climate change. By understanding the challenge, we can make informed decisions based on actual or expected change. By developing this capability you will gather evidence on your organisation's climate risks and vulnerabilities, then integrate these into internal systems and procedures.

Our Climate Adaptation Framework includes 12 tasks across the four maturity levels to support your capability around Understanding the Challenge:

Understanding the Challenge

UC1A **Learn** about England's changing climate	**UC2A** Develop **understanding** of climate risk and vulnerability	**UC3A** **Integrate** climate risk into corporate risk register	**UC4A** Undertake project-level **risk assessment**
UC1B **Learn** about climate impacts affecting health and healthcare	**UC2B** **Record** the impact of recent weather events on your organisation	**UC3B** Undertake detailed climate change **risk assessment**	**UC4B** **Integrate** climate adaptation into internal systems and procedures
UC1C Key staff undergo basic **training** on climate change risk and adaptation.	**UC2C** Consider **how your** organisation's **functions** might be affected by climate change	**UC3C** **Identify** knowledge gaps, seek expertise and foster links with research and innovation	**UC4C** Actively **engage** in sharing, learning, research and innovation

2 Table of the 12 tasks across the four maturity levels for the capability 'Understanding the Challenge'. You can read these 12 tasks below.

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Starting Maturity Tasks

UC1A: Learn about England's changing climate

An **understanding** of past climate trends and future projections is a necessary foundation for adaptation. You can access localised climate information for a range of climate variables, including temperature and rainfall, and the UK Climate Projections provide key messages on the changes expected nationally.

Further guidance:

- Visit the [UK Climate Projections website](#) or [The Met Office climate data portal](#) to explore information about future projected changes in climate.

  o Identify relevant climate projections, and reflect on how your organisation could be affected by changes at the local, national and global levels

- Take a look at [Adapt to Survive](#), a resource which provides useful information on key considerations and guidance on using these, and other resources, to explore national and local projected changes.

UC1B: Learn about climate impacts affecting health and healthcare

The climate is already changing, and impacts are being felt on the delivery of health services, as well as new pressures on the health system. **Learning** about the impacts on the health system will help you understand current and potential implications for your organisation.

Further guidance:

- Read the [Health and Social Care Sector Briefing – UK Climate Risk](#)

- Review [Climate change: health effects in the UK](#) and stay up to date on latest UKHSA evidence

- Review the third [National Adaptation Plan](#)

- [Adapt to Survive](#) provides useful summary information on key consideration for NHS organisations, as well as guidance on using external resources to explore the impacts that climate change can have in your area.

UC1C: Key staff undergo basic training on climate change risk and adaptation.

In order to deliver "good adaptation", key staff such as service leads need to have a common level of **understanding** of climate change impacts and the risks to the NHS. Relevant staff also need an understanding of adaptation and the approaches to adapting.

Further guidance:

- Key staff (as identified in **OC1B** see [organisational culture](#)) should undergo basic training on climate change risk and adaptation. Training could take many forms including [ESR](#), [Met Office training](#), [Carbon Literacy,](#) [Flood Literacy](#), Becoming Climate Resilient training, Senior leader workshops, eLearning as well as less formal learning opportunities such as sharing the information condensed into this or other resources.

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- Identify opportunities to include adaptation in staff training and/or inductions to raise adaptation awareness and build capacity. Find out how climate change and adaptation is currently covered in staff inductions and training and identify opportunities for new resources and training to be included.

Intermediate Maturity Tasks

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, including the climate hazards most relevant to your location, and the specific vulnerabilities of communities you work with – including patients, staff and other service users.

Further guidance:

- Climate change will disproportionately affect disadvantaged communities. Learn about climate justice and consider how your organisation should respond: Who is vulnerable? | Climate Just

- Use the Local Climate Adaptation Tool (lcat.uk) to identify the climate and social vulnerability trends affecting the area(s) where your organisation operates. You may also want to use the SHAPE – Shape (shapeatlas.net) tool to support mapping vulnerabilities. Local health data may also be used to help inform your understanding of local vulnerabilities.

UC2B Record the impact of recent weather events on your organisation

Your organisation will have been affected by recent weather events. **Recording** the consequences of specific events with colleagues is a way to explore climate-related vulnerabilities in more depth. Even where specific data cannot be identified, interviewing or discussing with colleagues builds a picture of the sort of impacts we can expect and can be useful narratives for raising awareness, as well as some providing initial evidence of potential costs.

Further guidance:

- Collate evidence on how the severe weather event(s) that you identified have impacted your organisation. Potential sources of information could come from areas such as your EPRR colleagues and could include:

  - overheating and flooding data submitted to Estate Returns Information Collection (ERIC) reporting

  - SWEP (Severe Weather Emergency Protocol) records,

  - Insurance Claims Logs

  - Repair and maintenance reports

  - engagement with Local Resilience Forums (LRFs)

  - Anecdotal events flagged up through interviews and workshops held with colleagues (**UC2B**).

- If you are struggling to find information within your own team on severe weather events, you can request historic information on flooding from the Environment Agency: Find out if your property is in an area that has flooded. The Met Office also have a section on their website on past weather events: Past weather events – Met Office

- Produce case studies and/or a short report describing the impacts and costs of severe weather events that have affected your organisation. Include a description of how and why these impacts and costs may be affected by projected changes in climate. Your local authority may have a Local Climate Impact Profile which could be used to support your report.

UC2C Consider how your organisation's functions or service areas 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.

Further guidance:

- Use the Adapt to Survive worksheet template (Tabs 3a and 3b) to consider how climate change might affect the functions listed in the NHS Business Impact Analysis Template

- Interview a small number of key service managers or contacts in your organisation to identify links between the strategic and operational priorities of different services or functions and climate impacts. The interview will help identify how services are affected by current weather and climate impacts. Consider which critical functions appear most vulnerable to climate impacts. Alternatively you could hold a Climate Impact Assessment workshop with representatives from different departments/ services to share experience of the ways that climate impacts have affected your organisation.

Advanced Maturity Tasks

UC3A Integrate climate risk into corporate risk register

Use your organisation's risk registers (at corporate or service level) as a way to heighten awareness, consideration and action on climate adaptation.

Further guidance:

- Work with your organisation's Risk Manager to define and embed climate risk within your risk register.

- See whether any other organisations you work with (NHS or otherwise) have included climate risks within their risk register that you can learn from.

UC3B Undertake detailed climate change risk assessment

A climate change risk assessment is used to **evaluate** climate risks across your estates, infrastructure and operational services/ functions. 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.

Further guidance:

- Complete the NHSE Climate Change Risk Assessment (a tool currently under development) to capture risk descriptions, consequences and existing controls or plans in place to help address the risks or opportunities.

- Until this tool is published, other risk assessment tools include the NHS general risk assessment framework, the EPRR core standards, and Adapt to Survive.

UC3C 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 could be addressed by seeking external expertise – and there may be opportunities to work with other NHS organisations or connect with research and innovation.

Further guidance:

- Share knowledge gaps and research needs with partner organisations (**WT1A** see Working Together), including other NHS organisations, to help identify any relevant existing research or shared research priorities.

- Search for relevant research and technical experts who could address the knowledge gaps that you have identified. Identify whether there are any academics who may be interested in collaborating with your organisation to develop research projects, potentially enabling your organisation to benefit from research council funding.

Mature Maturity Tasks

UC4A Undertake project-level risk assessment

Conduct a project-level risk assessment focused on climate risks to a specific project, policy, asset, or location. These are typically justified for operations which provide a critical function of your organisation or are major investments/assets. The project-level scope allows for an appropriately detailed analysis of climate risks and identifies opportunities to embed adaptation into projects from their inception.

Further guidance:

- The templates on this webpage are suitable for project level risk assessment in built environment and infrastructure projects: Adaptation Scotland :: Climate Change Risk Assessment Guidance & Tools

- See this case study of a project-level risk assessment: Climate Northern Ireland – Omagh Enhanced Local Hospital

UC4B Climate adaptation is integrated into internal systems and procedures

Integrate knowledge into internal systems, responsibilities and procedures, so that adaptation is no longer seen as an 'add-on' task or something that is someone else's responsibility. Accessible training on adaptation will help support many more people in your organisation to carry out adaptation as part of their everyday work and job descriptions.

Further guidance:

- Ensure that climate risk is included during Sustainability Impact Assessments for new projects.

- To improve organisational awareness of climate change risk and adaptation, training could be rolled out further across teams, building on Task **UC1C**. Training could take many forms including ESR, Met Office training, Carbon Literacy, Flood Literacy, Becoming Climate Resilient training, Senior leader workshops, eLearning as well as less formal learning opportunities.

- As Named Leads become formalized across functions, ensuring integration of adaptation responsibilities into job descriptions will help ensure robust resourcing.

UC4C Actively engaged in sharing, learning, research and innovation

To meet the challenge of adaptation, your organisation will need to continually **learn** and adjust. You will benefit from connecting with a range of potential partners, both locally and internationally (**WT2A** see working together). Research and innovation can be harnessed to co-produce adaptation solutions, alongside local stakeholders.

Further Guidance on Organisational Culture and Resources

To make progress with climate adaptation, it will need to align with your organisational culture and resources. By developing this capability you will find ways to align adaptation activities with your organisation's wider organisational strategy. Over time, adaptation will become mainstreamed into plans, policies and procedures – part of business as usual for your organisation.

Our Climate Adaptation Framework includes 11 tasks across the four maturity levels to support your capability around organisation culture and resources:

Organisational Culture and 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 and resilience in plans, policies and procedures	OC4A Establish communication and reporting processes for adaptation across service areas
OC1B Identify resources available for adaptation	OC2B Engage with colleagues to identify adaptation opportunities across functions	OC3B Put governance arrangements for adaptation into operation	OC4B Review and update governance arrangements for adaptation
	OC2C Establish governance arrangements for adaptation	OC3C Appoint named leads within service areas for specific adaptation actions or responsibilities	
		OC3D Mainstream adaptation into your organisation's plans, policies and procedures	

3 Table of the 11 tasks across the four maturity levels for the capability 'Organisational Culture and Resources'. You can read these 11 tasks below.

Starting Maturity Tasks

OC1A: Consider how adaptation fits with your organisation and its objectives

Identify how adaptation impacts delivery of your organisation's strategic objectives. 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 adaptation.

Further guidance

- 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 will have priorities related to improving local health outcomes. 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.

- Use the insights gained through completing Tasks UC1A & UC1B (see Understanding the Challenge) to support communication on why adaptation matters.

- Consider what motivates or may motivate your organisation to adapt to climate change (damage costs avoided, ensuring continuity of service). Explore what risk management approaches to managing weather and climate related risks already exist and reflect on the risk appetite of your organisation.

OC1B Identify resources available for adaptation

Climate change adaptation will involve many tasks requiring a range of different resources – human, physical, financial, information and intellectual. **Identify** who will be involved in your adaptation work, and **survey** resources that already exist within your organisation that will enable you to plan and deliver future work.

Further guidance:

Consider the following six types of resources:

- **Human resources**

    o Identify job roles, teams, committees or individuals that may already be developing policies, plans, or actions aligned with adaptation or who have knowledge of climate change issues and duties.

    o Who will develop and deliver your adaptation arrangements internally? For example, Emergency Preparedness, Resilience and Response (EPRR) colleagues, and Estates and Sustainability teams who may be working towards your Green Plan objectives.

    o Who will help you plan and deliver your adaptation work? Do you have a Sustainability/Climate Working Group or Corporate Management Team which meets regularly? Governance arrangements are further explored in Task OC2C.

- **Physical and material resources**

    o Understand the different types of assets and what their roles in adaptation might be.

    o Identify any assets that your organisation owns or manages that support resilience and adaptation (for example flood resilience infrastructure or estates and greenspaces that provide ecosystem services).

- **Financial resources**

    o Examine what funding is currently allocated to support work aligned with adaptation and what funding opportunities exist.

- **Intellectual resources**

    o Catalogue the skills that your organisation has access to that could help with adaptation work (for example risk managers, engineers, GIS and data analysts, community engagement, resilience practitioners, communication or environment specialists and those with facilitation skills). See Task OC2A regarding assigning resource.

- **Information resources**

    o Determine what adaptation information (including records of climate impacts) your organisation currently promotes internally and/or externally and identify who holds theses resources.

- **Monitoring resources**

    o Understand what resources (staff, processes, metrics/indicators) the organisation has for monitoring, evaluating and reporting.

Intermediate Maturity Tasks

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, including funding which could be accessed by linking to other policy areas such as net-zero, biodiversity, wellbeing.

Further guidance:

- Increase your understanding of internal budget and investment cycles

  - Identify lead in times and business cases requirements for annual and multi annual budget allocations.

  - Clearly define the short term adaptation activities that require resourcing.

- Estimate the resources (for example staff time, funding, access to technical expertise) required to deliver the activity.

  - Identify whether there are existing resources (**OC1B**) that could be allocated to deliver some or all of the activity, where there is a resource gap identify a budget holder/ funder who may be able to resource the activity and find out about the procedure for submitting a budget request.

- Build a business case to resource the activity. The business case for these types of activities is usually built around a clear strategic case linked to organisational priorities (**OC1A**) and/or legislative requirements (**PI1C** see Planning and Implementation). You can access guidance on developing a Business Case here:

  - NHS England: General business case process guidance

  - The Green Book: appraisal and evaluation in central government

- Identify opportunities to share resources, benefit from in-kind support and reduce duplication of effort. Find out if partner organisations – including other NHS organisations (**WT2A** see Working Together) – are planning to carry out similar adaptation activities and explore opportunities to share resources such as data, technical expertise or staff time.

- For further guidance on Funding Options, see guidance in Adapt to Survive – Sustainability West Midlands

OC2B: Engage with colleagues to identify adaptation opportunities across functions

Your organisation will (or could) be delivering adaptation through many of its functions or service areas. By **actively engaging** colleagues across your organisation you can **identify** opportunities to include adaptation in planned work – as well as identifying key teams to lead on specific actions.

Further guidance:

- Identify opportunities to progress adaptation with people, functions and projects. Use the knowledge gained from OC1A to identify immediate opportunities to engage and influence adaptation work across functions.

- Use formal and informal meetings, events and workshops to talk about adaptation and communicate the need for and benefits of adaptation for your organisation. This includes everything from informal one to one discussions through to more formal presentations and awareness raising workshops. The [Adapt to Survive](#) resource includes useful background information which could be used to inform presentations or workshops.

- Identify opportunities to include adaptation in staff training and/or inductions to raise adaptation awareness and build capacity. Find out how climate change and adaptation is currently covered in staff inductions and training and identify opportunities for new resources/ training to be included.

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. This could be a new group, or expanding an existing Board's remit to include adaptation. Good governance will provide oversight for a work programme and define roles and responsibilities for function leads.

Further guidance:

- Identify where adaptation leadership and governance currently sit within your organisation. Identify the role and remit of any groups with responsibility for adaptation, for example Business Continuity or EPRR teams.

- Identify whether new/ additional governance arrangements are required to increase progress with adaptation.

- Create a short report/ briefing setting out options for governance arrangements and seek agreement to implement the preferred option.

- Where a new group is to be established:

    o Develop draft terms of reference that will be finalised once group members have been confirmed, Identify a chair for the group, Create a list of potential participants and issue invitations to join the group

- Where adaptation is to be added to the remit of an existing group:

    o Agree alternations to the existing terms of reference to include adaptation, Review membership of the group to identify whether the group includes sufficient knowledge/ influence over adaptation. Request additional group members if representation / knowledge of adaptation needs to be strengthened.

Advanced Maturity Tasks

OC3A: Identify opportunities to include adaptation and resilience 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.

Further guidance:

- Identify opportunities to include adaptation in various organisational plans, policies and/or procedures. Consider policy and planning timescales and identify windows of opportunity. e.g 10 year ICS Estates Infrastructure Plan

- Take advantage of opportunities such as consultation on new or review of pre-existing policies and strategies to submit comments on how adaptation could be included or incorporated.

- Create a list of upcoming policy and strategy review opportunities and allocate time to providing consultation responses/ feedback on those with greatest potential to influence adaptation.

- Speak with colleagues about incorporating adaptation into existing processes which can be used to screen new policies, plans, strategies and projects for climate-related threats and opportunities.

- Ensure adaptation is included in all sustainability impact assessments completed.

OC3B: Put governance arrangements for adaptation into operation

Establish a governance group with appropriate authority to approve and implement change. If required, a governance group should receive appropriate training on climate risk, adaptation, and resilience to empower decision making.

Further guidance:

- Create a work programme

  - Develop a work programme for the group that aligns with your organisational priorities and adaptation aims.

  - Organise meetings of the governance group (or the wider group in which your adaptation work will be governed – including named leads)

  - Ensure the governance group has oversight and organisational sign-off of adaptation activities.

- Ensure resources committed to adaptation.

  - Examine your short, medium and long-term adaptation needs (**PI1B** see Planning and Implementation). Estimate potential resources required and build a business case that aims to secure initial resources (**OC2A**).

- Make sure there is ownership of actions.

    o Ensure there are diverse members of the governance group including those with sufficient authority and power

    o Delegate actions to specific members of the group or named leads within functions.

OC3C: Appoint named leads within functions for specific adaptation actions or responsibilities.

To embed adaptation across the organisation, seek to **formalise** adaptation roles and responsibilities taken by different functions, with named leads in place.

Further guidance:

- Contact potential named leads as identified in **OC2B** and ask them to commit to the role within their service area or function. This could include named leads in Clinical, Estates, Fleet, Sustainability teams, for example.

- Identify specific roles for adaptation leads across functions. This process should have oversight from Governance group as set up in **OC2C**. This could range from supporting awareness raising through to delivery of actions within projects and departments.

OC3D: 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 those that will deliver most impact, but also embed adaptation considerations within review/update cycles for a wide range of plans, policies and procedures.

Further guidance:

- Link adaptation work to your organisational outcomes

    o Demonstrate the importance of adaptation to the overall organisation by showing how existing adaptation work contributes to achieving organisational objectives.

    o Demonstrate how planned adaptation work will support progress towards organisational outcomes; provide evidence of social, economic and environmental benefits.

- Consider how internal policies or legislation may further enable adaptation. Be aware of internal timescales and identify opportunities to incorporate adaptation into the creation of new or revision of existing policies.

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- Some relevant existing national and NHS policies to consider in both points above are listed in [Adapt to Survive](#)

Mature Maturity Tasks

OC4A: Establish communication and reporting processes for adaptation across functions/service areas

As more people become actively involved delivering adaptation across your organisation, it is important to continue to recognise, support and communicate between named leads to avoid silos between service areas. The governance arrangement you have in place has a role to maintain co-ordination and oversight across adaptation actions. This includes a mechanism for **communication** between service area named leads and the governance group.

Further guidance:

- Maintain regular contact with function leads offer support if needed.

  o Check in with named leads to understand current progress and identify any challenges they may be facing.

  o Request input from all leads on the actions they have undertaken to be fed into Green Plan reporting (at least during the annual requirement for reporting period).

- Promote the communication and profile raising of adaptation aims, objectives and progress by providing updates on adaptation work as part of committee papers or senior management team briefings. Engage with senior leaders on adaptation and maintain profile raising:

  o Regularly brief new and emerging leaders on adaptation progress and priorities.

  o Encourage leaders to speak about adaptation at related events where possible.

  o Have comms around adaptation and resilience prepared to share with senior leaders at pivotal moments such as extreme weather events (after a flood or heatwave).

OC4B: Review and update governance arrangements for adaptation

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

Further guidance:

- Identify new opportunities and priorities areas for future work

  o Work with the governance group to identify any new or emerging opportunities to enact adaptation work. It is important that within your organisation adaptation efforts are prioritised, recognising their contribution to wider organisational goals, and ensuring that adaptation work is appropriately resourced.

- Regularly reflect on and review governance arrangements

- o Look back on progress, successes and challenges that you have had over the course of your adaptation work so far. Consider what could be improved and solutions or changes to alter current working. Periodically review procedures, activities and governance structures for adaptation to determine effectiveness.

- o Support periodic use of the Adaptation Framework for self-assessment of adaptation progress

- o Be flexible. The governance arrangements identified and agreed in **OC2C** may no longer be appropriate or relevant. Be prepared to alter arrangements to best fit your ways of working and adaptation action. This may involve less project governance and a transition to higher-level strategic governance.

Further Guidance on Planning & Implementation

Adaptation is an ongoing challenge that requires strategic planning and implementation to achieve outcomes. By developing this capability you will set appraised options into an adaptation strategy and action plan, adopting an approach that maintains flexibility and seeks pathways for an adaptation transition.

PLANNING & IMPLEMENTATION

Our Climate Adaptation Framework includes 12 tasks across the four maturity levels to support your capability around Planning & Implementation:

Planning and Implementation

PI1A **Define** a strategic vision for adaptation	**PI2A** **Develop** an initial adaptation strategy and action plan	**PI3A** Develop an **appraisal** process for selecting adaptation actions	**PI4A** **Adopt** an ongoing adaptive management cycle for adaptation planning
PI1B **Identify** a range of existing and potential adaptation actions	**PI2B** Take action to **deliver** initial adaptation	**PI3B** **Develop** a comprehensive adaptation action plan	**PI4B** **Mainstream** adaptation into your organisation's functions
PI1C **Identify** relevant NHS internal structures and requirements for adaptation	**PI2C** **Engage** with relevant NHS internal structures and processes to plan for adaptation	**PI3C** **Implement** a programme of adaptation actions	**PI4C** Develop a strategic change **process** for adaptation outcomes

4 All 12 tasks for the Planning & Implementation Capability. You can read these 12 tasks below.

Starting Maturity Tasks

PI1A Define a strategic vision and outcomes for adaptation

Adaptation is an ongoing 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.

Further guidance:

- Develop a 'climate ready' vision for your organisation to provide focus for ongoing adaptation activities.

- Define clear adaptation goals, objectives or outcomes.

- o Develop adaptation aims, outcomes and/ or a vision that clearly communicates what your organisation is aiming to achieve.

- o Make sure that any goals are measurable so that data can be captured over the implementation of the adaptation work.

- o Assess and highlight how your adaptation aims and objectives contribute to or enhance other corporate responsibilities and priorities (**OC1A**), such as tackling inequalities and achieving better health outcomes.

PI1B Identify a range of existing and potential adaptation actions

Your organisation will already be taking actions that deliver adaptation, even if they are not always recognised as such. 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. Compile an initial 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.

Further guidance:

- Identify work that is already occurring within your organisation to progress adaptation or build capacity to adapt. These activities may not be formerly called or recognised as adaptation.

  - o Review the on-going activities, plans or policies within various different services or departments of your organisation and consider how they may support climate adaptation. For example your Estates team may be considering climate adaptation in the form of ensuring buildings are able to deal with flooding, resist severe storms and cope with overheating.

- There is an overview of the different types of adaptation actions in the glossary on this website. For a list of potential adaptation techniques and guidance on choosing those most relevant to your organisation, see Adapt to Survive: a suite of resources for adaptation planning.

PI1C Identify relevant NHS internal structures and requirements for adaptation

Planning adaptation will require you to interact with stakeholders from across the NHS. **Map** out NHS structures and how you fit into these. Start conversations about adaptation with existing NHS networks and structures and identify new ways to engage with internal structures and contacts to drive adaptation. Ensure a diversity of stakeholders. Engaging across multiple services enables you to understand potential conflicts of interest, identify where actions have benefits for multiple services and helps to avoid taking actions with negative side-effects.

Further guidance:

- Read Adapt to Survive to help understand drivers for adaptation within NHS, including internal and external requirements such as the National Adaptation Programme, Adaptation Reporting Power, TCFD-aligned disclosure, and the EPRR Core Standards.

- Assess what is happening already on adaptation within your local health system and identify who you need to engage with. For example, as an ICB you can map out service providers across your ICS. All organisations should investigate whether a map of adaptation activities and responsibilities within your local health system has already been completed. When identifying who you will be engaging with, consider the following questions:

- Map out and understand the strategic requirements/expectations/goals around adaptation outside your trust that impact you, including within the NHS and England more broadly. There may be minimal specific guidance in England on Adaptation and Adaptation Planning, but there are strategies within the NHS and beyond that are relevant to be aware of and can have adaptation applied to.

Intermediate Maturity Tasks

PI2A Develop an initial adaptation strategy and action plan

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

Suggested tasks:

- Define the scope of the initial adaptation strategy/action plan.

- Start to set out an understanding of roles and responsibilities for different areas of adaptation between these structures (e.g., estates, ops, community resilience) (Task **OC2B** see Organisational Culture).

- Communicate the case for adaptation – the initial adaptation strategy/ plan is an important engagement and awareness raising document. Include key facts about climate trends, projections and impacts for your organisation (**UC1A, UC1B, UC2B** see understanding the challenge). Explain how adaptation will benefit your organisation including any links to wider organisational strategic priorities and outcomes (**OC1A** see Organisational Culture).

- Looking at the actions you have listed (**PI1B**), you could start to prioritise these actions based on the potential severity of the impacts as well as how prepared you are for the hazards they address already. An action plan should include at the very least specific quick wins, who is responsible for these and how the actions will be delivered. You should also have a programme of delivery established for some longer-term actions and start assigning resource to these. For further guidance, see Adapt to Survive.

PI2B Take action to deliver initial adaptation measures

Take early practical action on adaptation by building upon existing projects or implementing no-regret / quick-wins actions. These help raise the profile of adaptation, building internal support and helping to spur further action.

Further guidance:

- Assign named leads (Task **OC3C** see [Organisational Culture](#)) for adaptation actions within your action plan.

- Report progress with implementing actions on a regular basis. This will allow you to communicate successes and highlight barriers to implementation.

- Build support and awareness of the benefits of adaptation actions by communicating successful implementation of actions. This helps build on the success of implementing actions to explore opportunities for further, more ambitious actions.

PI2C Engage with relevant NHS internal structures and processes to plan for adaptation

Have an engagement plan for engaging with other areas of the NHS. Start to set out an understanding of roles and responsibilities for different areas of adaptation between these structures (e.g., estates, ops, community resilience). Ensure this information feeds into your adaptation action plan (see PI2B).

Advanced Maturity Tasks

PI3A Appraisal of adaptation options

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

Further guidance:

- If appropriate, use decision support tools, such as:

  o Economic appraisals

  o Cost benefit analysis

  o Cost effectiveness analysis

  o Multi criteria decision analysis (could include co-benefits, efficacy, feasibility, resource availability, timing/urgency, climate justice)

  o Adaptation pathways assessment

- Record your decision making process in a transparent fashion so that governance group and decision makers can assess the structured appraisal for each of the options in relation to selected criteria and why actions have been prioritised over the short, medium and long term.

PI3B 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 (**PI3A**) – to translate your strategic objectives into practical action. It should coordinate and integrate adaptation into relevant projects, policies and plans across your organisation and with partners.

Further guidance:

- Ensure each action has clear ownership, targets, measures of success and timelines for implementation and completion as well as relevant milestones.

- Have a formalised process for regular communication, planning and delivery such as an adaptation board (**OC3B** see Organisational Culture), both within your organisation and across the NHS when carrying out system-wide adaptation planning.

- Seek approval or endorsement from your organisation and buy in from all departments or individuals assigned any actions.

- Use the publication of the final action plan/strategy to build further awareness and support for implementation. Infographics can be used to clearly communicate key facts and messages contained within the strategy/ plan. A briefing for senior leaders will also be important. Discuss publication of the strategy/ plan with your organisations press/communication team and develop a press release.

PI3C Implement a programme of adaptation actions

Your organisation should now be ready to implement a range of prioritised adaptation actions – with appropriate resources allocated. Beyond quick wins, programmes for longer-term strategic adaptation are being **delivered** across functions and across the system. The actions should contribute to achieving your adaptation outcomes, with suitable monitoring and evaluation to learn from experience (see **PI4A**).

Mature Maturity Tasks

PI4A Adopt an ongoing adaptive management cycle for adaptation planning

Develop and formalise an adaptive management cycle, applying Plan, Do, Study, Act (PDSA) principles to adaptation planning. An adaptive management cycle is a flexible, iterative approach for decision-making when faced with uncertainty, complexity and changing conditions, and is well suited to climate adaptation.

Adaptation will always be an iterative process rather than a destination as needs and challenges change. Understanding your position within the wider NHS system will be integral to this.

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Further guidance:

- Periodically assess your maturity across capabilities using the Climate Adaptation Framework. Reflect on these results to identify areas of weakness which may need further support.

- Other tips for reviewing and assessing your performance on adaptation actions:

  - Work with colleagues across your organisation to understand and capture outcomes of ongoing work which contribute to adaptation.

  - Through reviewing implementation of adaptation actions you should be able to learn what is suitable and what is less appropriate for your identified climate challenges and opportunities.

  - Revisit your aims, objectives and risks and how these are being achieved by planned work.

  - Questions to consider: How well was the action implemented? Was it delivered on time and on budget? Have the anticipated benefits of the action been realised? What additional benefits has the action delivered?

- Here is a short 2-pager introduction to the PDSA cycle, and you can use the NHS Handbook of Quality and Service Improvement chapter 5.2 for further guidance on applying this to your planning and evaluation processes. Also consider this module in the NHS Improvement Leaders' Guide.

PI4B 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 and KPIs in your organisation when delivering its functions so actions are being considered and implemented across the system. Have system wide adaptation plans which have resource assigned and are being delivered.

Further guidance:

- Work with colleagues to ensure business procedures include consideration of climate change risks early in the development of new projects e.g. via Sustainability Impact Assessment processes.

- Include management of climate risks or the ability to adapt in specification or business cases for major asset or infrastructure projects.

PI4C Develop a strategic change process for achieving adaptation outcomes

Developing a strategic approach to adaptation allows you to take account of complexity and uncertainty now and in the future. Using methods like 'adaptation pathways' or 'theory of change' you can explore a range of possible options over time – and the potential role of your organisation.

Further guidance:

- **Develop a theory of change.** A Theory of Change is a strategic planning tool that encourages an outcomes focused approach to adaptation. The process of developing a Theory of Change begins with looking at the big picture or long-term outcome and then identifying the steps needed to achieve the outcome using a causal pathway of actions. For each action relevant assumptions, thresholds and indicators should be identified. For full detail on these steps and more information on Theory of Change (ToC) approach for climate adaptation, read 'Guidance note 3: Theory of Change approach to climate change adaptation programming' by UKCIP.

- **Develop adaptation pathways.** An applied adaptation pathway is a way of identifying, appraising and sequencing adaptation options through a participatory process. A key part of the pathways approach is identifying trigger points and / or thresholds which would lead to a decision point. The Adaptation Pathways Network have developed a useful users guide to Adaptation Pathways including an overview of key Steps and illustrated examples of completed pathway diagrams. Download the guide ad find out more here: http://www.adaptationpathways.net/

Further Guidance on Working Together

No organisation can adapt alone, by working together we can do more to achieve shared adaptation outcomes. By developing this capability, you will forge connections with key partners to share ideas and find opportunities to collaborate. You will benefit from engaging with a diverse range of stakeholders to help shape your adaptation plans.

Our Climate Adaptation Framework includes eight tasks across the four maturity levels to support your capability around Working Together:

Working Together			
WT1A Join and **participate** in relevant professional and/or adaptation networks	**WT2A** Develop key **partnerships** and opportunities	**WT3A Formalise** partnership working	**WT4A Expand** a programme of longer-term joint actions
WT1B Identify and engage a wide range of internal and external stakeholders	**WT2B Coordinate** with partners to identify initial actions	**WT3B** Develop **communication** and engagement activities with partners	**WT4B Take a lead** in networks and peer organisations

5 Table showing the eight tasks within the Working Together Capability. You can read these eight tasks below.

Starting Maturity Tasks

WT1A Join and participate in 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.

Further guidance:

- Channels for collaboration include the <u>Future NHS workspaces</u> and the <u>WeAdapt</u> platform – see the <u>conversation</u> area and the <u>Networks</u> area of the WeAdapt website as a starting point!

WT1B Identify and engage a wide range of stakeholders

Delivering adaptation needs to involve a diverse range of stakeholders – both internally across functions (note: internal engagement is detailed in the <u>Organisational Culture and Resources capability</u>), and externally including local authorities, communities, businesses and other public sector organisations. You should **identify** the stakeholders that could be impacted by climate change and your adaptation, and therefore should be considered in your adaptation work. Look beyond the 'usual suspects'. Authentic engagement will allow for adjustment of your plans and an opportunity for you to influence others.

Further guidance:

- Identify existing groups, partnerships and forums that are/ could contribute to adaptation. Research roles, remits and membership and consider existing opportunities for collaborating on adaptation.

- Groups to examine may include:

  o Local Resilience Forums

  o Regional climate adaptation initiatives

  o Supply chain initiatives

  o Local or Combined Authority working groups

- Assess what groups your organisation is already part of. If relevant, contact your organisational representative to ask for feedback, insight and connections that you can follow up with or learn how to engage and interact with the group's members.

- Consider how existing levers on NHS suppliers through carbon reduction plans and social value can be used as a template for incorporating requirements around adaptation: https://www.england.nhs.uk/greenernhs/get-involved/suppliers/

Intermediate Maturity Tasks

WT2A Develop key external partnerships and opportunities

In the groups and networks you identified in Task **WT1B**, speak with people about on-going or future projects, shared priorities and potential alignment to lay the ground-work for collaboration. From this, identify key partnerships and opportunities and start to **develop** these. Be sure to continue sharing best practice and learn from each other successes and challenges.

Further guidance:

- Develop a stakeholder engagement plan. As a first step it is important to identify individuals and organisations that can influence and/ or will be influenced by the change(s), outcomes and impact that you are seeking to achieve. The stakeholder

engagement plan should identify engagement activities that are likely to be effective in reaching these individuals and organisations and consider integrating adaptation comms into existing communication streams and plans.

- Research and innovation can also be harnessed to co-produce adaptation solutions alongside local stakeholders (see Understanding the Challenge for more on research and innovation).

WT2B Coordinate with partners to identify 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 such as including partners in some of your own smaller adaptation actions or vice versa can build momentum.

Further guidance:

- Identify simple, quick actions that you can take forward with partner organisations to help develop collaborative working. This may include sharing data and information about climate impacts, methods for assessing climate risks and case studies of adaptation actions.

- Hold a meeting where partners can share information about their organisational priorities and opportunities to progress adaptation work. As part of this meeting identify areas of shared interest and potential collaboration.

Advanced Maturity Tasks

WT3A 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 might need you to establish a new partnership.

Further guidance:

- Identify whether partnership working can be delivered as part of an existing partnership/ governance arrangement or whether a new partnership needs to be established. Identify different options for formalising partnership working and assess the strengths and weaknesses of each. Considering the role and remit of partnership working and developing a business case will assist with this process.

- Consider the role and remit of partnership working:

    o What is the vision, aims and objectives that the partnership is seeking to achieve?

    o What will the partnership deliver? For example will the partners deliver a joint strategy or plan? Will the remit of the partnership extend to implementing the plan and delivering joint action? Or do partners want to focus on delivering a specific project?

    o How will the partnership be structured? For example will the partnership be made up of one partnership board/ an open networking group/ a combination?

    o What legal structure does the partnership require?

    o What is the lifespan of the partnership? Will it operate for a limited time? Or be open ended?

    o What internal processes or roles need to be established to ensure commitments and collaboration are sustained?

WT3B 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. Consider streamlining or increasing the effectiveness of your community resilience communications and similar by joint communications with partners.

Further guidance:

- Create a joint vision amongst partners.

    o Agree desired outcomes.

    o Consolidate partner's aims in a shared vision that you are collectively working towards.

    o Create a programme of work together to achieve the agreed vision, that supports each partner's aims

- Organise a joint event to raise the profile of existing adaptation work and build understanding and support for action.

- Communications are an important feature of effective adaptation to ensure stakeholders are resilient to extreme weather and climate change. Effective communications can come from coordinating with partners who are already engaging with groups such as a Local Resilience Forum, or who have aligning priorities around communications and engagement such as local authorities.

Mature Maturity Tasks

WT4A Expand a programme of longer-term 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 adaptation actions cannot be effectively delivered without the involvement of partners. Partnership working could enable new funding opportunities.

Further guidance:

- Take continued action with partners to build on and further develop initial joint actions.

    o Further activities may range from sharing learning, creating a new tool or resource, contributing to adaptation action plans or physical implementation of actions.

    o Identify and take advantage of opportunities to incorporate adaptation considerations into current or future projects..

    o Begin to implement larger and more diverse joint adaptation actions. Through aligning and delivering actions you can enhance effectiveness and efficiency of the adaptation process.

- Identify current and future opportunities for more joint collaborative projects that address your shared risks or priorities.

    o Undertake long-term planning and look for projects or challenges that would benefit from collaboration.

WT4B Take a lead in networks and with 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.

Further guidance:

- Where there are gaps in spaces to share and learn, you will have established new networks for sharing best practice. Sharing your adaptation work wider than your own groups and networks can help drive adaptation elsewhere in the NHS and beyond.

- Seek constructive feedback from others and contribute to national and international groups and networks.

Key Climate Change and Adaptation Definitions

New to the field? Not sure what Climate Change and Adaptation mean to you?

Here are some key definitions on climate change, the risks, and adaptation tailored towards a healthcare audience. Remember: more information and the resources produced during this project are open-source and available on weadapt under the tag #NHSadapts.

Climate Change

Climate change refers to long-term shifts in weather patterns such as average temperatures and the number of severe weather events such as storms. An increase in temperatures and severe weather events has been driven by human activities involving the burning of fossil fuels, thereby releasing greenhouse gases.

Therefore 'decarbonisation', or work to reduce our greenhouse gas emissions, is often the focus of sustainability work and policy. It is important to realise, however, that even with the best decarbonisation efforts, the UK will experience an increase in temperatures and consequentially an increase in frequency and intensity of severe weather events (or **hazards**) because of the global warming we have already caused. Furthermore, even with existing global policies on decarbonisation (e.g., global and national net zero targets), global average temperatures are projected to rise to 2.7 degrees Celsius above pre-industrial levels by the end of the century. This is likely to translate into **impacts**.

Climate Hazards

Climate hazards are the climate related events or conditions that can cause harm or damage to people and assets. Climate hazards we can expect in the UK as a result of Climate Change include:

- More frequent and intense flooding of all types:
- Flooding of mains causing backlog and flooding at sites.
- Flash flooding (that occurs and ends very quickly, usually due to surface water drainage systems being overwhelmed during sudden and heavy rainfall).
- Watercourses flooding from heavy rain. o Watercourses flooding from rising sea levels.
- Burst pipes from excess water or from freeze-thaw events.
- More severe events such as storm surges (which bring heavy rain and winds from out at sea) and thunderstorms.
- More intense/prolonged heatwaves.
- Longer periods of drought.

It is worth noting that, although climate change is expected to reduce incidents of extreme cold weather in the UK, cold weather will still occur and continue to have an impact on health and wellbeing. There is also no clear evidence that climate change will lead to an increase in strong winds. However, strong winds will continue to impact on the NHS, especially through damage to premises.

Without adaptation, the impacts of these events and their increasing frequency and intensity will be felt across many different sectors and geographies. It is important to recognise that people in

more deprived areas and more vulnerable populations are likely to be worst affected, making this an issue of social justice as well.

Climate Impacts

Climate change impacts are the consequences felt from climate hazards. The same climate hazard could cause a different impact based on other factors such as exposure (e.g., being located next to a river during heavy rainfall) and your vulnerability (e.g., the health of someone who is already unwell being more impacted by a heatwave).
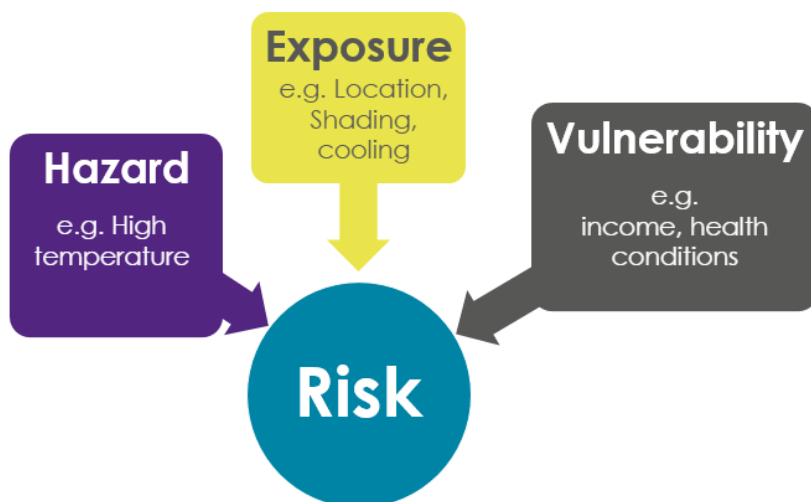
6 Graphic demonstrating how the risk of an event is a combination of the hazard, a person/place's exposure, and vulnerability.

Climate change impacts are felt within healthcare in two main forms:

- The delivery of healthcare service: ranging from risks to hospital estate, supply chains and transport.
- Public health: new pressures on the health system as a result of heatwaves, pests and diseases, heat exposure, and extreme weather events.

Many of us have already seen severe weather having an impact on the capacity of the health service to treat people and on public health. Some examples of this include:

- During the heatwaves of June and August 2022, 56,303 deaths occurred in England and Wales, which is 3,271 deaths (6.2%) above the five-year average.
- An additional ~2,500 deaths recorded across England during the summer of 2020 related to heat and Covid-19.
- Up to 90% of hospital wards are designed in a way that leaves them at risk of overheating.
- Up to 10% of UK hospitals are located in areas of significant flood risk.

Understanding, anticipating, and adapting to these new challenges is essential for developing a more climate-resilient NHS.

Climate Change Adaptation

Climate adaptation is any action to reduce vulnerability to the impacts of climate change.

This could include hard interventions (such as flood defences or changes to building design), use of nature-based solutions (such as tree canopy to provide shading, or sustainable urban drainage systems (SUDs) to help alleviate flood pressures) or changes to our systems or behaviours (ensuring contingency plans and resilient supply chains).

Adaptation actions may be categorised as actions which:

- **Build adaptive capacity** – Actions which develop your organisational ability to effectively respond to climate change. This may be through enabling supportive governance for adaptation, producing guidance, creating or collating relevant information and research, raising awareness about the need to adapt or supporting social structures for adaptation such as working in partnership.
- **Deliver adaptation actions** – Actions that reduce impacts or take advantage of opportunities associated with climate change. Actions may reduce or avoid exposure to climate risk, such as building flood defences, or exploit opportunities through changing practices to take advantage of climatic changes.

Within these categories, adaptation actions may be further identified as:

- **No-regrets options**: Actions which are beneficial regardless of climate change because they deliver wider socio-economic benefits in all situations.
- **Low-regret options**: Actions which are relatively low cost and potentially high benefit, for example restricting new developments in flood plain.
- **Win-win options**: Actions which help minimise climate impacts or benefit from potential opportunities from a changing climate whilst also having wider social, economic and/or environmental benefits. This may include for example improving the cooling capacity of buildings through increased shading which is less energy intensive than alternatives and may contribute to mitigation targets.

Remember: This resource has been produced by Sniffer and Sustainability West Midlands (SWM) as a result of a pilot project in partnership with NHSE North West, NHSE North East & Yorkshire, and NHS Greater Manchester, with support from a dedicated Task & Finish Group of NHS colleagues. Other activities in this project (which can all be found on the weADAPT website under the tag #NHSadapts) resulted in the following outputs:

- An Adaptation Plan Template for NHS Trusts
- Guidance on including adaptation into your Green Plan
- *Becoming Climate Resilient* training
- *Climate Adaptation for NHS Senior Leaders* training