Growing Climate Confidence

climat**ACT**ical

Facilitator Playbook



Credits & Acknowledgements

Created & Developed By

Growing Climate Confidence

Growing Climate Confidence supports third sector organisations across Scotland to cut carbon emissions, take meaningful climate action, and build long-term resilience. We help charities, social enterprises, and community groups take practical first steps toward sustainability, supporting nature and embedding low-carbon approaches into their everyday work.

Small99

99% of UK organisations are small. Yet most sustainability support ignores them.

Small99 enables small organisations to have a positive impact on sustainability while making their organisations more resilient. We strongly believe that a better future is possible now, we just need to engage and enable people who can move rapidly and make changes happen to have the confidence to do so.

verture

Verture is the UK's only charity solely dedicated to climate resilience, working to support a fairer, more climate-ready future for all. We bring together communities, public bodies, businesses and policymakers to address the root causes of climate vulnerability and turn ambition into practical action.
verture.org.uk

Supported By

With thanks to our funders for their ongoing support of the Growing Climate Confidence programme.

And to our Growing Climate Confidence partners for their ongoing support.

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Core Objectives & Game Formats

ClimatACTical offers a chance to step back from your day-to-day pressures and explore climate action that strengthens your organisation, together. **It's a game of climate choices and organisational strategy.**

The main purpose of this workshop which combines interactive gameplay with a debrief session is to help participants understand how mitigating carbon emissions and building a resilient organisation all play a role in facilitating business continuity. Participants should leave inspired and equipped with action they can take within their organisations that will help them become more resilient and carbon conscious.

What Players Gain

- Increased confidence to engage with climate action in your organisation
- A clearer understanding of how climate resilience connects to mission, finances and operations
- Practical ideas grounded in the everyday reality of third sector work
- Opportunities to learn from others and reflect together
- One clear, realistic takeaway action to build on after the session

No prior climate knowledge or experience is required.

Gameplay

Teams are thrown into the harsh realities of a Third Sector Organisation and asked to come up with a feasible climate action plan despite financial uncertainty and adverse climate related events. This is not only a matter of choosing the cards with the greatest returns on investment, it is also about handling the tensions that arise from different priorities.

Roleplay with Purpose

Participants must advocate for actions based on their specific Character Roles and Secret Traits, which is a way of simulating the internal politics and variety of perspectives that exist in real organisations. This will not only compel them to think in a way that could be different from their own, but it will also foster an understanding of other departments within their main organisations as well as other people's different priorities and internal conflicts.

Bottom Line

Players must improve their Low Carbon Score and Climate Resilience without letting their Finance and/or Mission hit the bottom of the scale. If they do, their organisation faces a crisis.

Adaptive Resilience

The gameplay shows that reducing the carbon footprint *(= having a high Low Carbon Score)* is only one part of the solution, organisations must also adapt to deal with unpredictable environmental shifts.

Through Event Cards, players experience how climate-driven events, like extreme weather or resource disruption can negatively impact operations, especially when they are unprepared. On the other hand, the game also portrays that through the right decision-making, organisations can be safeguarded.

Ultimately, the game shows that reducing carbon and adapting to changing climate often go hand-in-hand and can have wider cross benefits to the organisation's operational and financial stability.

From Simulation to Reality

The gameplay part of the workshop provides a safe simulation in which participants are invited to test strategies and play out different scenarios without experiencing negative real world consequences. However, it is the debrief part of the workshop that brings the game to life, pushing participants to discuss and explore ideas they can take into their own organisations and roles.

Debrief Session

This part of the workshop is designed to move players from fictional gameplay to real world takeaways:

- **Retrospective:** While still in character and considering their fictional organisation, players are asked to reflect on their experience and to identify what went well, what didn't go well, and what they would do differently. While slowly transitioning back into their real world roles, they are asked to reflect on what learnings that can take away into their real contexts.
- **Idea Generation:** Participants now work on rapidly exploring four distinct types of ideas they can take away to their organisations: an idea they learnt from the game; an idea they can implement cost-free; and idea they would like to bring to life if they have unlimited budget; and an idea they can develop in collaboration with others..
- **Take Away Action:** Finally, from the ideas they've generated, each participant must select a single action and define it further. They must define its wider

benefits (e.g., community building or cost savings) and identify the first person they need to speak to when they return to the 'day job'.

By the end of this workshop, every participant will have moved beyond abstract and fictional scenarios to a tangible take away action they can build on.

Who's the Game for?

ClimatACTical is for people working in **voluntary, community and social enterprise organisations across Scotland**, including:

- Staff, managers and team leads
- Trustees and board members
- People involved in organisational development or staff learning
- Anyone working under constant operational pressure and looking for **practical, manageable approaches** to climate action

Whether your organisation is just starting out or already taking steps, the game supports shared confidence and meaningful next steps.

Game Formats

Depending on the time you have available to host this workshop, we suggest different schedules and activities:

Session Length	Introduction	Gameplay	Debrief Session			Close
			Retrospective	Idea Generation	Take Away Action	
80 min	10 min	30-35 min	30 min	5 min	5 min	Remaining Time
45 min	5 min	25 min	/	5 min	5 min	Remaining Time

The different session formats can also depend on what size of group you'll be playing with. For larger groups the 45min session works well whilst for smaller groups if the time is available the 80min session can offer a deeper depth of learning and reflection.

Running the Session: Step-by-Step

Preparing for the Session

Supporting Materials

While not necessary, you might want to create slides to help you run the session. These can aid you in explaining the gameplay as well as facilitating the debrief part of the workshop.

This is completely up to you and will depend on how confident you are in running the workshop without any aids. If you're hosting this with larger groups, we find that having some slides can be helpful.

We also suggest that you use a tool like Mentimeter into which participants can submit their take away actions and any feedback you might want to collect.

Game Assets

The game assets are designed to be printed in order to be played. If you're running the game with more than one team, which is possible, you must print a set of assets for each team. These are the suggested formats for printing the materials.

Required Materials:

- Secret Trait, Character, Action, and Finance Cards - A6 size.
- Organisation Cards - A4 size.
- Organisational Stats Sheet - A3 size.
    - You will need to use something to act as a counter so that teams can keep track of their stats successfully. We would suggest something like a page marker (you can also just cut up a sticky note for this).
- A dice (either physical or digital)

Optional Materials:

These will help participants be more independent during the gameplay. They can refer back to these when they forget the setup or what they are meant to do next.

- Game Setup Diagram - A4 size.
- Game Instructions - A4 size.

Other Materials

To run the debrief session successfully you will need to have some of these on hand:

- Plenty of Sticky Notes;
- Pens;
- A4 Paper.

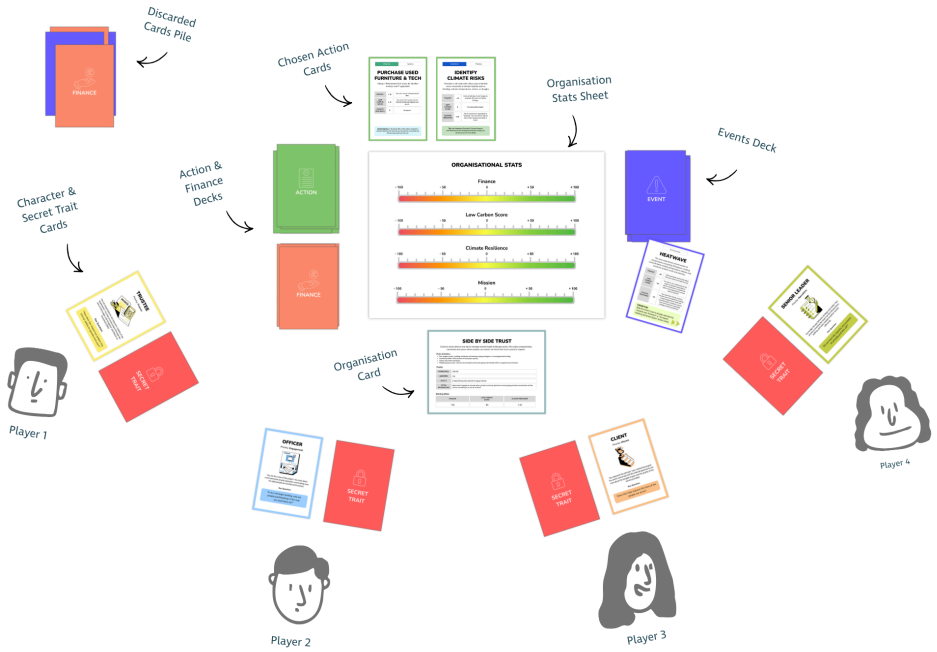
1. Setup & Roleplay (5-10 min)

Your goal is to introduce the game and settle players into their fictional organisations and roles before the clock starts.

- **Form Teams:** Ensure groups consist of a minimum of 4, up to a maximum of 6.
- **Distribute Organisation Cards:** Let participants randomly draw one Organisation Card.
- **Establish the Stats:** Have teams enter their starting Finance, Low Carbon, and Resilience scores onto their stats sheet based on their Organisation Card.
- **Assign Roles and Secret Traits:** Let each participant pick a Character Card and Secret Trait Card or randomly deal them out. They should introduce their Character Card to the rest of the team and get into character.
    - **Attention**: There are **4 Core Roles** and each table must have these: Trustee, Senior Leader, Officer and Client. Other roles are optional.
    - **Attention**: The Secret Trait is to be kept a secret and revealed only at the end of the gameplay.

Tips:

- Set up the tables prior to the participants arriving so each table has a copy of the game;
- You can print out the Instruction Sheet which you can find in the Game Folder and distribute it to each group. This makes it easy for players to easily remember what the next step in the game is without the risk of them getting confused or lost;



2. Gameplay Loop (25-35 min)

Explain the gameplay to your participants before letting them dive in. Instructions are described below.

The game is played in rounds. Each round follows the same **three-step sequence**:

Step 1: Action

- **Draw 3 cards** from the Action Deck and place them face-up.
- **Discuss** the three options as a group. You can only pick one action to implement each round, don't spend more than 5 minutes discussing.
- **Debate:** You must advocate for the choice that best fits your character's role and/or secret trait.
- **Decide:** Once agreed, keep the selected card and shuffle the other two back into the deck.
- **Resolve:** Adjust your Organisational Stats based on the plus or minus values shown on the card.
    - When Resolving the Mission you can either choose to add or subtract 10 points, or keep the value as is. You have to discuss as a team on how a specific Action Card affects the mission of your given organisation. The Client character has the final say.

Step 2: Event

- **Roll a dice:** If it lands on 1, 2, 3 or 4, you must draw an Event Card, otherwise skip to Step 3: Finance.
    - **Tip:** If you want to speed up the game you can change the probability of drawing Event Cards to be higher.
- **Draw 1 card** from the Event Deck and place it face-up. Read the Event Card aloud.
- **Check for Shields or Exemptions:** See if any Action Cards you previously played provide an "Exemption" or a "Shield" against this event.
- **Resolve:** Adjust your Organisational Stats based on the plus or minus values shown on the card.
    - When Resolving the Mission you can either choose to add, subtract or keep the value as is. You have to discuss as a team on how a specific Event affects the mission of your given organisation. The Client character has the final say.

Step 3: Finance

- **Draw 1 card** from the Finance Deck. Read the card to find out if you have gained or lost funds (e.g., a surprise grant or an unexpected repair).
- **Resolve:** Adjust your Finance Stat on the sheet.

Round Complete!

You are now ready to begin the next round by going back to Step 1: Action and drawing 3 new Action Cards.

Tips:

If discussion stalls, ask:

- Which of your organisational stats are most important right now?
- Who benefits most from this choice?
- What would your character realistically push for here?
- What have you learnt from other actions or events in previous rounds?

If one voice dominates:

- "Let's hear from someone who hasn't spoken yet."

If players go fully "out of character":

- Gently remind them: "What would *your character* advocate for?"

3. Debrief Session (15-45 min)

Retrospective (30 min)

Attention: Skip this part if you are running a 45 minute session.

Goal: Reflect on the game experience and bridge it to organisational reality.

1. **Game Retro (10 min):** Ask each table write out sticky notes for three categories and place them on the table:
    a. What went well? → Wins, successes, and strategies that actually worked.
    b. What didn't go well? → Failures, panics, moments of crisis.
    c. What would you do differently?

    Ask each player to individually write as many reflections as they want under the established three categories on sticky notes (one reflection per sticky note) and place them under the respective categories.

2. **Learnings (5 min):** Now ask them to add a new category: "Learnings" and ask them to write out what they've learned from the gameplay that they can take back to their real organisations.

3. **Round Robin (15 min):** After working on this reflection individually, each person now gets 2–3 minutes to walk their group through their notes. Call out every 2-3 minutes to prompt the groups to switch speakers.

Idea Generation (5 min)

Goal: Rapid-fire idea generation applied to their actual workplace.

Hand out a sheet of A4 paper and ask each participant to split it so there's 4 sections on the A4 paper. Each participant has to come up with 4 different ideas of actions they can take within their real organisations, and write or draw them on each of the sections of the paper. They only get 60 seconds per idea. No overthinking.

- **Minute 1: The Legacy Idea** → Idea or action card from the game that you think would actually work for your current organisation;
- **Minute 2: The Cost-Free Idea** → An action that costs £0 but fixes a small problem;
- **Minute 3: The Unlimited Budget Idea →** A "blue-sky" solution for your organisation;
- **Minute 4: The Collaborative Idea** → One thing you could do together with another organisation to share the load.

Take Away Action (5 min)

Goal: Turning one of the rough ideas into a tangible next step.

Ask participants to look at the ideas they brainstormed during the Idea Generation phase and circle the one they feel most excited about or that which feels most realistic.

Ask them to spend 5 minutes building out that idea:

- **Action Description:** What is the idea?
- **Wider Benefits:** Beyond climate, what are the wider benefits of implementing this idea? (e.g., saves money, makes staff feel safer, etc)
- **The Next Step:** Who is the first person you need to speak to when you get back to the office? What is the very first task?

4. Close

Every participant should leave this workshop with a better understanding of actions they can take to reduce their organisation's carbon footprint as well as be better prepared and adapted to climate events. However, the ultimate success of this workshop consists in **everyone having a clear and tangible take away action they can build on outside the session.**

To properly close off the session, follow these final steps:

- Encourage every single participant to finish building out their chosen real-world action. If you are running this session with an internal team, ask them to **share their final action with the wider group.**
- Have everyone **submit their actions to a Mentimeter quiz** (you might want to set this up ahead of time). Explain to the room that doing so will help inspire others in the room and is helpful to track and record the impact the activity has had.

Final Considerations

Feedback

We'd love to hear about the actions that players are taking away from playing the Game. If you are able to encourage players to share their action and or share any feedback of how you found the game this helps us understand the impact and continue to make improvements.

You can share your ClimatACTical experience here
(or visit https://forms.cloud.microsoft/e/JqbzjA0FZL)

Further Support

Pop-up & Play Sessions
We are planning a series of pop up ClimatACTical sessions across Scotland. Over a couple of hours, these sessions will offer the chance to:

- Have a go at the game yourself
- Share learning with other organisations
- Make new connections through a facilitated activity and lunch

Visit climateconfident.scot to find out more about upcoming sessions.

If you are interested in attending, hosting, or finding out more please contact our Climate Development Officer - details below.

Facilitation Support
Through the Growing Climate Confidence programme our Climate Development Officer may be available to support the facilitation and running of a session for organisations in the third sector.

Contact Details
Please email chiara.fingland@scvo.scot to discuss further.

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Sources & Further Resources

We would like to acknowledge the following organisations and resources which have informed the game mechanics.

Adaptation Scotland's Community Climate Adaptation Routemap is a practical guide to help communities adapt to climate change. It offers clear steps for local action groups, community councils, and development trusts to build your resilience to climate change:
https://adaptation.scot/take-action/community-climate-adaptation-routemap/

Action Card Interesting Facts and Tips Sources

Active travel and cycle scheme:
https://electricbikeblog.com/research-shows-electric-bikes-make-people-cycle-longer-often-especially-women/

Annual drainage maintenance:
https://www.gov.scot/publications/water-wastewater-drainage-policy-consultation/pages/5/

Check insurance and contracts: https://www.floodre.co.uk/

Create a Flood Plan: https://map.sepa.org.uk/floodmaps and
https://scottishfloodforum.org/

Environmental policy: One example is the NHS, who require strict requirements on sustainability: https://www.england.nhs.uk/nhs-commercial/sustainability/evergreen/

Grow an edible garden: https://getgrowingscotland.org/

Increase shading: https://www.treesforcities.org/urban-heat

Insulate your premises:
https://www.bbc.co.uk/news/uk-58967580
https://www.rbkc.gov.uk/environment/climate-change/heat-loss-your-home

Install a rainwater tank:
https://www.scottishwater.co.uk/your-home/save-water/water-saving-advice

Install solar panels:
https://emberenergy.co.uk/75kw-solar-panel-installation-in-dunfermline/

Join a community resilience group:
https://evaluationsupportscotland.org.uk/what-we-do/thematic-programmes/building-community-resilience/

Join a local energy scheme:
https://www.gov.uk/government/news/community-energy-investment-to-build-community-wealth-and-power

LED lighting retrofit: https://energysavingtrust.org.uk/advice/lighting/

Move bank and pensions: https://makemymoneymatter.co.uk/

Permeable paving: https://www.depave.org/what-is-depave

Prepare staff to work from home:
https://www.transport.gov.scot/publication/scottish-transport-statistics-2025/chapter-13-environments/

Purchase used furniture and tech:
https://www.zerowastescotland.org.uk/resources/how-scotlands-carbon-footprint-changing
https://www.zerowastescotland.org.uk/resources/carbon-cost

Set up a Green Team: https://89percent.org/

Site walk for climate risks:
https://adaptation.scot/take-action/climate-hazards-and-resilience-in-the-workplace/

Source your food locally:
https://eciu.net/media/press-releases/2025/climate-change-fuelled-migration-poses-growing-threat-to-uk-food-security