

Operational Measures Checklist



This checklist is designed to support arts and cultural organisations in planning and implementing operational measures to manage heat risk. It complements the Heat Adaptation Guide for Arts and Cultural Venues, acting as a tool to help teams assign responsibility and track progress over time, recognising that operational change is often the most immediate and accessible step in building heat resilience.

Policies, protocols, and strategic planning

Operational measure	Description/examples	How we will implement the measure	Responsible person / team	Status (tick when complete)
Embed climate risk into organisational governance	- Actively engage senior leadership to ensure heat is recognised as a current and material operational risk, not a future or theoretical one. - This includes clearly communicating impacts on finances, staffing, programming, reputation, and compliance, so that heat risk is understood as a concern for finance, operations, and executive teams as much as for estates or facilities managers. - Regular reporting, briefings, and post-heatwave reviews can also help ensure ownership and accountability at the director level.			☐
Establish heatwave protocols	- Sign up to the UK Health Security Agency and Met Office’s Heat-Health Alerts - Use the heat-health alerts to prompt early action and safeguarding measures. - Responses to a heatwave should focus on adjustments to manage building performance and operations over several days. Heat responses should often begin before peak temperatures (via alerts) and continue after the heatwave period ends, if buildings remain overheated.			☐
Set temperature thresholds for activities	- Define maximum indoor temperature limits with predefined actions when temperature thresholds are exceeded (e.g. relocation, extended breaks, reduced activity, or cancellation). - While guidance by the Health and Safety Executive commonly references 26°C as an internal temperature threshold for workplace discomfort, arts and cultural organisations could develop context-specific thresholds informed by staff surveys and feedback. - Thresholds should be informed and reviewed using monitored internal temperature data to reflect real conditions. - Keep in mind that different spaces and roles may require different temperature limits.			☐

Operational Measures Checklist



Workforce and staff adaptations

Operational measure	Description/examples	How we will implement the measure	Responsible person / team	Status (tick when complete)
Encourage easy behaviour changes	- Use signage and digital communications to encourage staff to switch off unused equipment and lighting to help reduce internal heat gains. - Encourage staff to effectively use passive cooling strategies, such as opening windows during cooler periods and closing blinds or shutters during peak sunlight hours.			☐
Flexible dress codes	Allow lighter, breathable clothing during warmer periods to improve comfort and reduce heat stress, especially for outdoor workers and stewards.			☐
Training and awareness	- Provide staff training on recognising heat-related illness. - Ensure staff on-site are first aid trained in heat-related illnesses to attend both visitors and staff.			☐
Provision of basic cooling resources	Supply staff with water bottles, access to drinking water, shaded rest areas, and, where relevant, equipment such as parasols for outdoor roles.			☐
Staff surveys	- Use surveys to better understand staff experiences of overheating and identify areas for improvement. - Identify if staff need extra provisions during heatwaves due to existing health conditions or other needs.			☐

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Operational adjustments

Operational measure	Description/examples	How we will implement the measure	Responsible person / team	Status (tick when complete)
Adapt scheduling and programming	Shift rehearsals, performances, and events away from peak heat periods where possible, such as earlier start times or evening programming.			☐
Flexible working arrangements	Enable remote working for office-based roles during heatwaves, where feasible.			☐
Zoning and space management	Close or restrict access to overheated areas and prioritise the use of cooler spaces within the building.			☐
Manage occupancy levels	Reduce capacity in high risk areas during peak heat periods to prevent overcrowding and excessive heat build-up.			☐

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Monitoring and building operation

Operational measure	Description/examples	How we will implement the measure	Responsible person / team	Status (tick when complete)
Monitor internal environmental conditions	Install monitors to track temperature, humidity, and air quality in real time to inform decision-making and trigger heat protocols.			☐
Night-time cooling/night purging	Where possible, open windows overnight or early morning to release accumulated heat and reduce temperatures before regular occupancy. This may require extra security or CCTV.			☐

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Visitor communications

Operational measure	Description/examples	How we will implement the measure	Responsible person / team	Status (tick when complete)
Clear wayfinding and on-site information	Provide visible signage to help visitors locate cooler areas (air-conditioned spaces or designated 'cool rooms'), drinking water stations, shaded areas, and points of assistance.			☐
Proactive communication before and during heatwaves	- Clear communication can help visitors plan their journeys and manage expectations during hot weather. - Use your website, social media, email newsletters, and ticketing platforms to inform visitors about expected conditions, available cooling measures, and any operational changes (such as adjusted opening times or reduced capacity).			☐
Enhance visitor comfort through services and amenities	Offer accessible drinking water and consider expanding retail or catering options to include cooling and hydrating items, such as cold drinks, ice creams, and chilled foods.			☐
Seasonal retail and merchandise	Gift shops and kiosks can provide practical items to support visitor comfort during heatwaves, such as reusable water bottles, fans, hats, sunscreen, and parasols.			☐
Adapt ticketing and operations	Introduce flexible ticketing, refunds, or rebooking policies during heatwaves to maintain visitor trust.			☐