



**YORKSHIRE
& HUMBER
CLIMATE
COMMISSION**

PHASE 1 TO PHASE 2

DECEMBER 2023



**Economic
and Social
Research Council**



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BACK TO FIRST PRINCIPLES #1



What are we here for?

Core purpose of the YHCC is to:

Support and guide ambitious integrated climate action across all sectors and the region.

How are we doing this?

We do this by creating a positive and enabling culture where:

- existing capacity is mobilised through effective engagement,
- constructive debate is supported,
- our collective evidence base is strengthened,
- best practise is promoted and adopted,
- capacities are built and
- progress is regularly reviewed and analysed.

We are also working to create a (more) stable policy environment that builds confidence and attracts investment.

BACK TO FIRST PRINCIPLES #2



Who are we?

We are primarily a coalition of the willing. Ultimately, the Commission is mainly comprised of volunteers at all levels who give the concept of the Commission time, thought, and energy, and in so doing, bring it to life. For some there is significant overlap with 'day job' priorities (some have managed to get being part of the Commission recognised as part of their job), for some there are personal gains and/ or supporting us is purely additional and vocational.

So, our approach needs to both be respectful of peoples' time and ability to commit, whilst being clear and assertive about what we need – because we have a very real and important job to do.

How do we need to operate?

By operating at the regional scale, the Commission support local actions whilst also promoting Yorkshire and the Humber in national and international fora and debates.

The Commission is not there to duplicate existing efforts, to act as a platform for campaigning or marketing or to deliver climate actions itself.

THE JOURNEY SO FAR



Phase 1:

2020

- Really, this was an experiment... Would it be welcome? Would it be effective? If so, in what ways? Could we clearly define the climate action priorities for the Region? What would come next?
- 2.5 FTE of 'core team' resource (split across 5 people) at the outset, thanks to PCAN (research) funding & partner contributions. PCAN funding also paid for publications and promotional materials.

2021

- The 'Main Commission' met twice during the production of the Climate Action Plan (CAP).
 - Two working groups: Net Zero and Climate Adaptation facilitated the development of the plan, and the Regional Policy Forum helped provide steer and input.
 - At the same time, four panels were formed: Future Economy; Land, Water, Nature, Food; Research and Evidence; and Communities and Engagement. The Regional Policy Forum was designed and convened.
 - Conversations, ways of working, and evidence were not established enough to fold the NZ and CAR working groups, so they too became Panels.

2022
/23

- Ran two approaches at the same time:
 1. Developing and delivering actions as committed to within the CAP (the 20 Actions for the Commission)
 - Including the Climate Action Pledge, the LA Climate Adaptation Programme, the Regional Policy Forum
 2. A programme of Delivering Impact sessions.
- Core team resource increased by 4 x 0.8 FTE roles in Sept 2022 (which also support Leeds Climate Commission).
- Commission membership rapidly expanded... both Commissioners and Panel members.

We have learnt an awful lot... not only about climate action in Yorkshire & Humber, but also about how running a regional climate commission works and feels to all involved, including holding firm on what we are, and what we're not.

KEY LEARNING #1



The experiment is working... we have found, and are starting to fill, a significant void at a Y&H scale and are starting to enable the huge, at times overwhelming, appetite for collaboration on climate action at all levels.

Integration of climate action priorities is essential and a clear USP for the Commission.

Overwhelming feedback from members that:

- being able to explore complex issues openly, learning from experts, is something that Commission members value.
- the sense of community and common endeavour, in an area of work that can easily feel overwhelming, is incredibly valuable to members. For many, the spaces we provide are the only times they are able to share openly how they really feel, and what they really think.

Commission groups need clear work programmes & deliverables to work well and be effective. Ownership is also key to success.

Ways of working & relationships between groups needs to be clear & easy.

Need to maintain clarity on the distinction between the work of the commission vs its role in identifying the actions that others need to take across the region.

KEY LEARNING #2



A clear list of the functions of the Commission is bringing focus, consistency, confidence, and is limiting scope creep.

Metrics for the Commission are either very ambitious and remain a bit nebulous and hard to measure, or are quite output, rather than outcome/impact, focussed.

Roles need to be refreshed and clarified as part of moving into phase 2. Appointment & management processes need to be clearer and slicker.

We need to have more confidence on specific attendance for key discussions. For some events or conversations, waiting to see who will turn up or be interested/available at the time is fine, but for others it needs to be much more managed and specific.

Our structure needs to be lean and agile.

We are growing a movement of climate action – our structure needs to be able to manage, and harness, this growth.

We are privileged to have a well-resourced & stable staff team, thanks to partners and the UoL, for the next six years. We need to use this resource wisely to maximum effect.

BEGIN WITH THE END IN MIND...

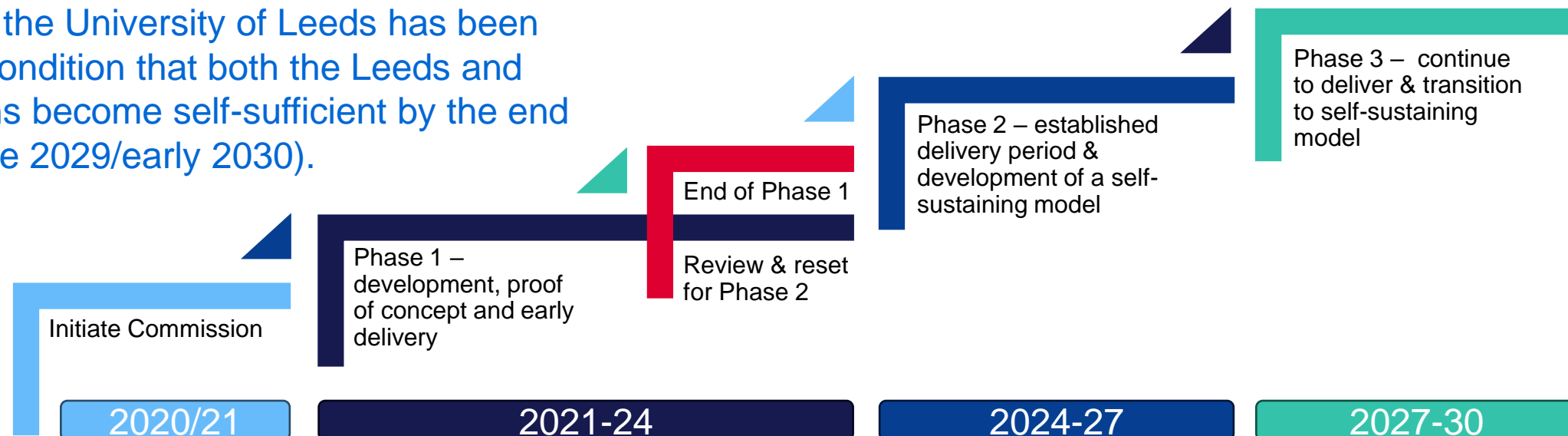
Two main ways to frame this – our 4 priorities, and how we operate.

On all our 4 of our priorities, we:

- have established clear goals/standards/targets
- are able to monitor, track progress and identify blockers, and so direct our collective efforts to the areas where we, as a Commission, can add most value
- can show demonstrable progress on the most challenging or complex issues

How we operate:

The funding from the University of Leeds has been provided on the condition that both the Leeds and Y&H Commissions become self-sufficient by the end of the funding (late 2029/early 2030).



Creating a model that creates and allows:

flexibility

innovation

integration

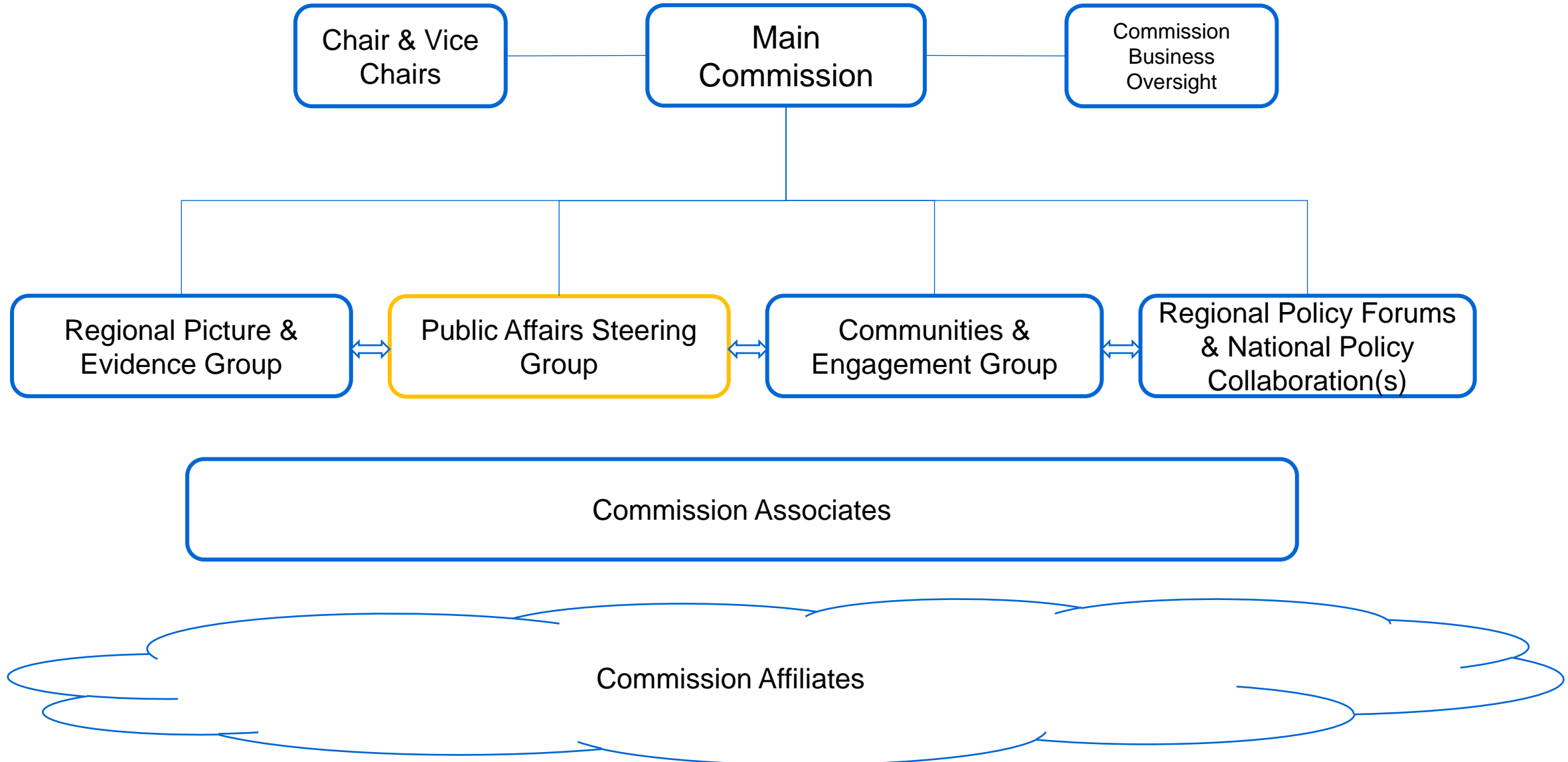
clear ownership

access to supportive networks of experts and enablers

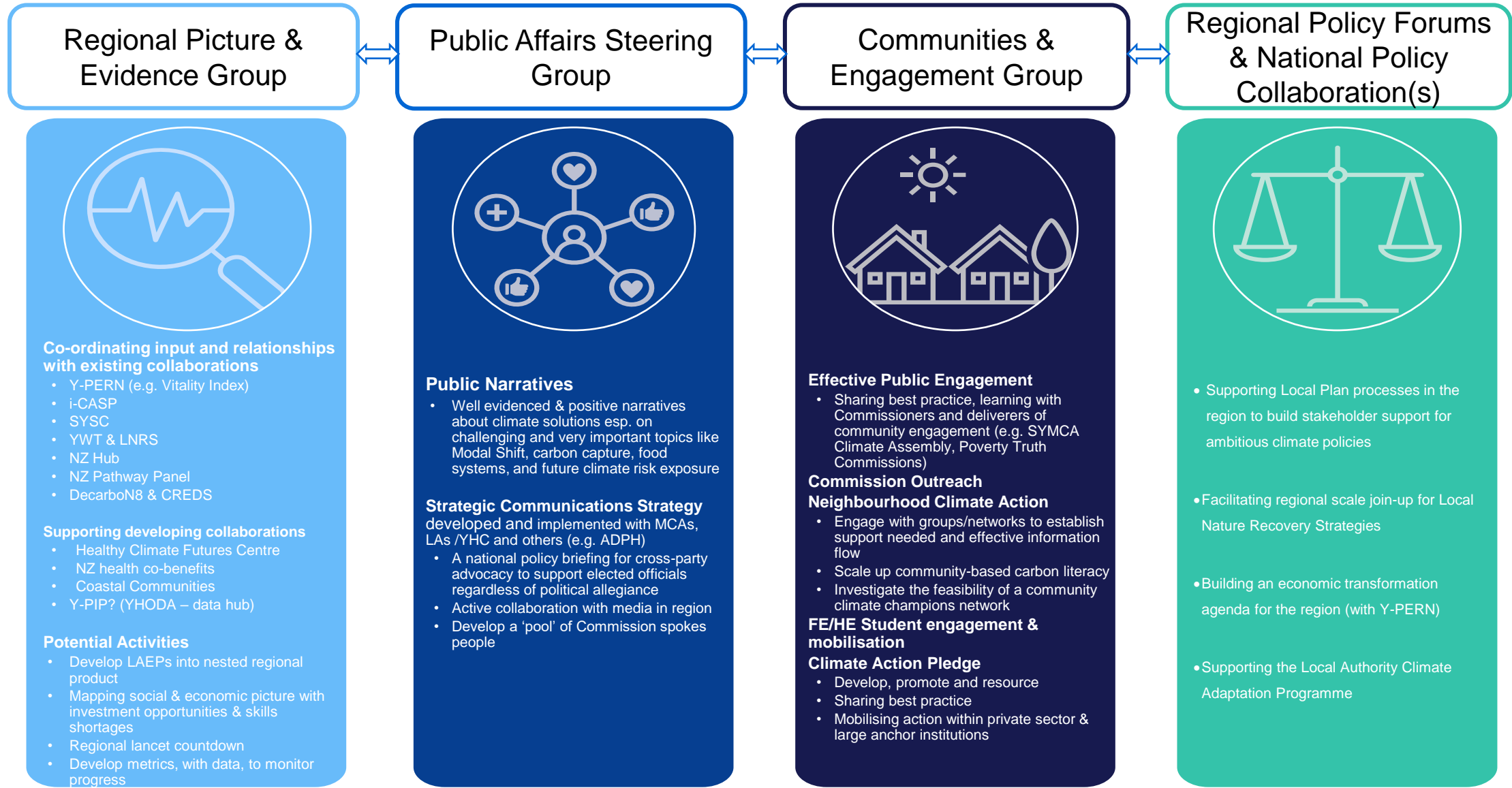
&

visibility into the Commission

PROPOSED MODEL FOR PHASE 2



CORE ACTIVITIES



FLAGSHIP PROJECTS



Each flagship project will:

- Be led by a Commissioner or an Affiliate
- Clearly contribute to at least three if not all four of our strategic priorities
- Have a clear scope (see template – paper 3) and have relationships clearly mapped RACI
- Have a defined timeline to enable effective support from Commission groups and the staff team where possible, and for a rolling programme of flagship projects to develop
- Seek additional funding to enable delivery where required

MEMBERSHIP

Main Commission

- c. 20 Commissioners, plus VCs and LA Commissioners.
 - *otherwise becomes too public sector heavy*
 - maintain sectoral representation
 - improve geographic coverage and wider diversity
- Continue to meet quarterly
- Commission becomes the strategic decision-making body for the Commission.
 - Strategic steer maintaining system level focus on all four priorities, work programmes agreed, resources supported.
- Commissioners represent the Commission in other forums too – promoting & supporting our work, making connections, supporting media campaigns etc.
- Detailed day to day business oversight managed by Co-Directors with Chair/Vice Chairs and a lead Commissioner (tbd)

Wider Membership

Associates

Recognition for those who are really embodying the four aims of the Commission in their work or for those that might be leading specific packages of work

Affiliates

A growing membership of people working in climate action across the region who are keen to support and are actively engaged. Community groups, for example, could also become affiliated with the Commission (maybe via pledge?)

SUPPORT & CAPACITY



Ambition:

- increase resilience of support from the Commissions' staff team to Commissioners
- utilise experience, skills and strengths of team members & Commissioners to better effect
- maintain capacity to ensure effective reporting and visibility of (e.g. programme gnat charts or similar)
- create a way of working that allows others to lead, deliver workstreams, sharing back into the Commission, with minimal support (Associates)

Plan:

- Two team members per group: a lead and a deputy, or a clear primary contact who has capacity to work with a dedicated lead from another organisation e.g. Yorkshire Universities
- Consistent administrative support across all groups for continuity and consistency
- Capacity to bring Commissioners, Associates and Affiliates together for an annual one day event
- Support to Flagship projects will be variable, reflective of the different needs of those initiatives and other resources supporting them

Note: Commissions' staff team members also support the Leeds Climate Commission (to varying degrees)

REFLECTIONS WELCOME...

