

Sustainable Horizons

Climate Ready Clyde:
The Value of Partnership



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- Climate Ready Clyde
- Sniffer
- Creative Carbon Scotland
- Greater Manchester Combined Authority



Edinburgh Centre for Climate Innovation

ECCI is the leading low carbon hub for Scotland and beyond. Hosted by the University of Edinburgh, the Centre accelerates the move to a zero-carbon society by bringing people together and creating a hub of knowledge and expertise to kick-start new ideas and deliver ground-breaking projects.

Web: edinburghcentre.org



EIT Climate-KIC

EIT Climate-KIC is Europe's largest public-private partnership for action on climate change. It was set up in 2010 by the European Institute of Innovation and Technology, an EU body. It has developed a strong foothold in the UK and Ireland since, with centres in Edinburgh, London, Birmingham and Dublin.

ConnectedClusters is an alliance of five city regions – Birmingham, Edinburgh, Frankfurt, London and Valencia – committed to accelerating the impact of climate innovation ecosystems.

ECCI is the official Scottish partner of EIT Climate-KIC.

Web: www.climate-kic.org



Sustainable Scotland Network

SSN is Scotland's network for public sector professionals engaged in sustainability and climate action. The Network showcases action taken to reduce emissions and supports deeper commitment and innovation on climate change and sustainability across the public sector. SSN is supported by a secretariat delivered by the Edinburgh Centre for Carbon Innovation and the sustainability charity Sniffer.

Web: sustainablescotlandnetwork.org

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ConnectedClusters

EIT Climate-KIC's ConnectedClusters initiative is an alliance of five city regions – Edinburgh, London, Birmingham, Frankfurt and Valencia – committed to sharing, replicating and scaling what works in developing climate innovation ecosystems for delivering effective climate action.

When business, research, communities and government cluster together to deliver low-carbon innovation, it speeds up the emergence of clean, vibrant places to live and thrive. This is crucial to curbing dangerous climate change. And it drives local economic benefits.

EIT Climate-KIC believe that stimulating these climate innovation clusters should be at the heart of infrastructure delivery, job creation and place-making for governments of all levels.

EIT Climate-KIC's ConnectedClusters project is enabling this shift towards place-based climate innovation by developing new collaborative approaches to technology, procurement, investment and training.

The Edinburgh Centre for Carbon Innovation (ECCI) is the leading low carbon hub for Scotland and beyond.

ECCI is working with public and private sector partners to focus data and city investment on delivering a smart, thriving future.

[ECCI is the official Scottish partner of EIT Climate-KIC, Europe's largest climate innovation initiative](https://edinburghcentre.org/projects/connected-clusters)

<https://edinburghcentre.org/projects/connected-clusters>



Executive Summary

“Even if change takes a long time, if you set the trajectory that it’s transformational, rather than a little bit incremental, then that will lead you on that trajectory... You could spend five years doing something boring and traditional and not achieve much change. Or you could focus on something big bold and ambitious and achieve a massive change.”

Kit England

Project Manager, Climate Ready Clyde

Climate Ready Clyde is an initiative delivered by the sustainability charity Sniffer. It is currently tasked with leading the development of a Climate Adaptation Strategy and related Action Plan for the Glasgow City Region.

The partnership grew from an initial project delivered through the Adaption Scotland programme, receiving early support from the Scottish Government. Its creation was influenced by a combination of strong institutional links and a number of informed and tenacious personalities. All of which came together within the wider context of increased public awareness of climate change, which helped push adaptation to a place of priority on the policy agenda.



“There is a real sense of when you get passion, evidence and some political nous coming together you have a really winning combination.”

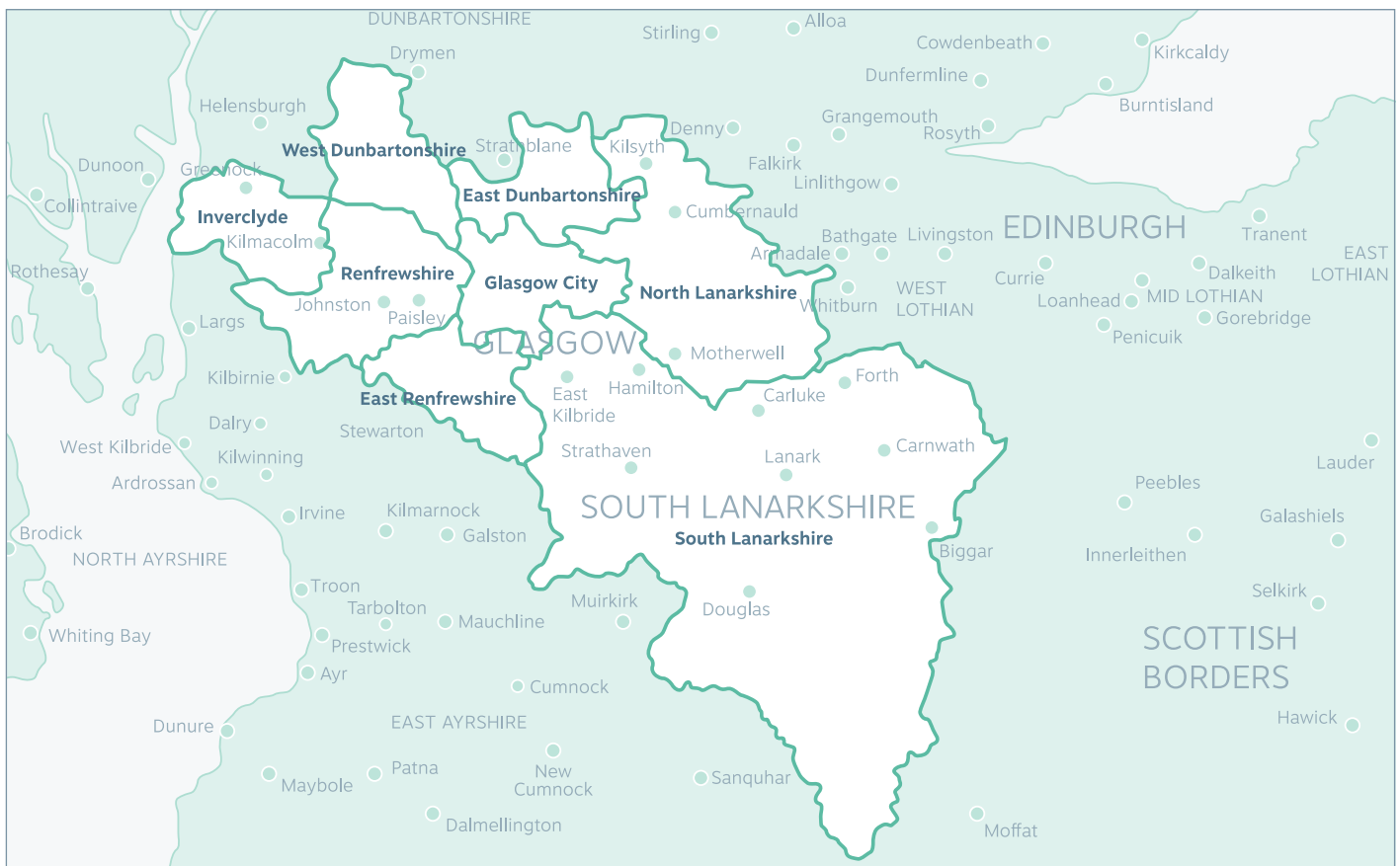
Duncan Booker

Chief Resilience Officer, Glasgow City Council
& Climate Ready Clyde Board member

Although it’s a partnership grown around an issue, Climate Ready Clyde has also gathered around shared geography, rooted around the River Clyde, shadowing the former Strathclyde Valley local authority region. This place based partnership approach brings with it the pragmatic benefits of the ability to share knowledge, information and joined up thinking to adaptation across the region.

However, those interviewed for this report also hinted at a wider strength inherent within a geographical focus for the partnership. A tangible “all in it together” spirit, a product of a combination of personal passion for the region as well as professional commitment to the job in hand, was evident in responses. Both of which are needed to successfully drive through the innovation and scale of change required facing people and place.

Glasgow and Clyde Valley City Region



“I am hugely ambitious for this region which has been through such tribulations over the generations... It’s transformed itself in my lifetime and it’s going to have to transform itself again. And to just be a tiny part in helping with that transformation means a lot to me.”

Professor James Curran
Chair, Climate Ready Clyde

Climate Ready Clyde may be grounded in geography, but “people make Glasgow”. Those present at the board room table are essential to the success of the partnership as leaders tasked with provoking change and providing the strategy to action it. To achieve this they are required to rise above the day job and embrace the leadership role that being on the board and part of the partnership requires.

These individuals, like Climate Ready Clyde as a partnership as well as the Clyde Valley region, stand at a pivotal and critical place. An initial phase for the partnership focused on ground work, foundation and reputation building is now concluding, ready for a next stage of delivery to begin. During phase one, Kit England, the Climate Ready Clyde Project Manager, was clear and focused in establishing the best pre-conditions for the partnership’s success and its external perception. He helped to ensure that Climate Ready Clyde is best placed for real transformational change.



“By virtue of sitting at that table you are a leader.”

Duncan Booker

Chief Resilience Officer, Glasgow City Council &
Climate Ready Clyde Board member

James Curran, Chair of Climate Ready Clyde, has been clear from the start to foster the right pre conditions for members to acknowledge their role as a leader on the board first and foremost, regardless of their seniority, or position. Each bring networks and connectivity back into their organisations, but none are there to push a policy line or vested interest. This absolute loyalty to the Climate Ready Clyde partnership is essential, James believes, in creating a high performance board. The pre-conditions of trust and transparency required for this allegiance to be a functional working one is supported by James' status as an independent Chair. This is further reinforced by the independence of Sniffer as Secretariat and Kit England as Climate Ready Clyde Manager.

The independence of these key players, as well as Climate Ready Clyde's reach across sectors, are characteristics that make the partnership so radical. An approach which clearly differentiates the partnership from local authority embedded models such as Greater Manchester's Green City Region's board. However, with independence comes risk and instability. As the partnership moves into phase two, consideration of, and action to mitigate this risk needs to take place. Backed up with scaling up capacity, resourcing and financing.

Opinions vary on the next steps required to mitigate and scale up the partnership and its ability to deliver. Unusually a cultural partner sits around the table. This, non-paying partner brings with it a disrupting potential to influence and foster a different perspective. Doing so potentially encourages the partnership that the radical, risk taking approach which inspired it in the first place, isn't sacrificed as the pressures to mature increase. Thus encouraging Climate Ready Clyde, as it prepares a Strategy and Action Plan detailing new models for the Clyde Valley region, to potentially consider one for itself. External influences at play during the inception of Climate Ready Clyde will continue to impact on next steps as the region prepares to host COP26 in 2020, ensuring all attention will be focused on Glasgow.

This report examines the characteristics and contributing factors that have made the Climate Ready Clyde partnership a success to date. Ensuring these achievements aren't lost while the partnership transitions to the next phase is considered. Finally, it considers the potential of an unusual partner around the table in the form of an Embedded Artist, what this post can contribute, and questions who else is potentially missing.

Prove Yourself and Then Grow

“Prove yourself and then grow.”

Kit England

Project Manager, Climate Ready Clyde

“It is pretty leading edge stuff that is being handled here and I think on CRC we can be quite proud of where we are positioned at the moment.”

Professor James Curran

Chair, Climate Ready Clyde

Over the past three years Climate Ready Clyde has established itself as an effective partnership, demonstrating good governance and leadership. The partnership has progressed from a position of persuading organisations to be part of it, to one they now gravitate towards. This progression, and the growing reputation that underlies it, results from a governance structure supportive of transparency, through which informed, enthusiastic and dedicated key personalities drive the Climate Ready Clyde agenda forward.

Passion and trust were repeatedly highlighted in interviews for this report. Passion is evident in all parties and the neutral status an independent Chair, Project Manager and Secretariat bring negates any conflict of interest and enables trust to flourish. These qualities contribute to an environment in the boardroom conducive to knowledge sharing. Trust in the Manager and Chair, make decision-making a fairly swift process, further streamlined by the governance infrastructure of a series of subcommittees.

“We need to lift our heads up to ask what is going on inside the European Investment Bank and [in] other cities and places around the world. If you just look what your peers are doing your ambitions are set much lower.”

Kit England

Project Manager, Climate Ready Clyde

Equally important for the success of the partnership is ambition, as well as how to benchmark performance. This ambition derives from the Climate Ready Clyde Project Manager and is endorsed by the board. The resulting long-sighted thinking and broad horizon perspective encourages Climate Ready Clyde to judge itself against action in cities such as New York, Copenhagen and Rotterdam. This ambition enables Climate Ready Clyde to be effective locally and nationally, while also aspiring to be world leading – a key contributing factor to the reputation and status that the partnership has been able to achieve. This combined with an effective work plan and a mix of partners around the table extending beyond local authority, fosters an environment within Climate Ready Clyde in which aspiration can flourish.

None of this is achieved without risks attached. All partners recognise the contributions and key qualities brought by the individuals who hold the posts of Project Manager and Chair. Their enthusiasm, knowledge and ability to come up with answers, solutions and opportunities is heavily relied upon. As the partnership moves into a phase of delivery, the impact and associated risks of an individual moving on is high. A risk exacerbated by limited capacity and resources of both the partnership itself and member organisations. All of which leave Climate Ready Clyde in a potentially precarious position as the horizon of delivery moves closer.

Fostering Innovation and Learning

“You can’t go through a day in the Glasgow city region without bumping into most of the Climate Ready Clyde member organisations. This doesn’t in itself foster innovation and learning, but if this happens, there is the power and potential to have influence.”

Ben Twist

Director, Creative Carbon Scotland

The function of local authorities is essential for the Strategy and Action Plan to be implemented and their presence on the board is key. However, due to often hefty bureaucracy, a local authority-only environment isn’t naturally conducive for fostering innovation and learning. The cross sector approach of the Climate Ready Clyde partnership brings different levels of knowledge and experience. The tension this combination creates is positive, aiding the push towards the common goal.

It’s not compulsory to be a member of Climate Ready Clyde, and a downside of being voluntary is the time it has taken for all relevant local authorities to come on board. The membership model behind the partnership means people and partners want to be at meetings, immediately creating a more engaged space to drive through innovative change. Membership fees have to be accounted for internally within the budgets of each partner. This simple, equal financial transaction brings with it a higher level of commitment for results. This contrasts with voluntary committees, which Climate Ready Clyde could be if embedded within a local authority with no cross sector representation.

“You are trying to be progressive and therefore go further and faster than other places, but also to do that well people need to be bought into that.”

Kit England

Project Manager, Climate Ready Clyde



Allowing partners to work together is a core part of how Climate Ready Clyde operates. Time and space to share individual learning is valuable. Trust is a prerequisite for this to take place. Through a governance structure which supports trust, the Climate Ready Clyde Project Manager invested time early on in building relationships with partners, bringing trust to board meetings from the start. Alongside this he designed activities as part of the partnership's early work plan that pushed members to a level beyond standard practice. In doing so higher expectations for standards were generated and set the conditions for innovation.

“What are the other spaces you need to be in outside of the formal partnership structure to be able to create the enabling conditions that allow that partnership to flourish?”

Kit England

Project Manager, Climate Ready Clyde

In support of these conditions he also prioritised conversations with organisations not part of the partnership such as transport committees and other city region boards. These connections both feed into learning and raise the Climate Ready Clyde profile around the region.

Challenges to fostering innovation and learning do exist. Most board members are time poor and lack capacity within their own organisations. Little time is available to dedicate to any innovation which could be brought back to the board. Meetings are also short and infrequent leaving limited time to share. In consideration of the scale of change that needs to take place, the current number and nature of the meetings could be revisited to encourage increased innovation and learning.



Personality Counts

“The dynamic of the group is excellent. I think it has generated awareness, knowledge, understanding and enthusiasm to tackle adaptation across the region. The benefit of coming together in that environment as leaders who are informed, enthusiastic, driven and passionate, instils reciprocal enthusiasm and a positive vibe.”

Dr. Roddy Yarr

Assistant Director (Sustainability and Environmental Management), University of Strathclyde & Climate Ready Clyde Board member

The potential of Climate Ready Clyde as a partnership through which ideas, experiences and concerns are shared is made more effective by the personalities in the room. Those interviewed commented on the lack of egos amongst members and recognised everything that Sniffer, Kit England as Climate Ready Clyde Project Manager and James Curran as Chair bring in terms of networks, enthusiasm, knowledge and expertise. All of which drive the partnership forwards.

The independent nature of the Chair and Project Manager ensures they are held up as ‘honest brokers’ bringing with them credibility and authority. This in turn attracts legitimacy to the partnership.

Confidence is especially required in the Project Manager. This has been established over time from a combination of evidence of expertise and ability to do the job. Kit delivered events and activities early in the partnership to gain confidence and involved everyone in early risk assessment work, which provided a practical resource members could take back to their organisations. Kit brings knowledge of leading international approaches on adaptation, experience in creating the right enabling conditions for innovation to take place and enabling relevant partners. However, with the dependence upon the personalities involved brings the risk of their potential departure.

The independence of the Project Manager is an important enabling factor for the conditions in which transparency and trust have been established and one of the radical elements of the partnership. Yet lack of stability is potentially not conducive to retaining the right person in the job. An offered solution is to absorb the post into one of the member local authorities. However, this changes the dynamic and means working with elected members and formal local governance scrutiny and other processes.

For board members both personality and position potentially matter. The varying degrees of senior representation bring a positive mix of strategic and front-line experience. This diversity works well to date. Looking forwards an increased senior partner presence is desirable to drive through the Strategy and Action Plan.

Knowledge and Experience Sharing

“The knowledge and experience I have gained being part of this is night and day... If I wasn’t part of this partnership I don’t know how advanced we’d be with our adaptation work. There would be work on the ground, but not the real big scale work that needs to be done.”

Lesley Hinshelwood

Sustainable Development Officer, South Lanarkshire Council & Climate Ready Clyde Board member

The Climate Ready Clyde partnership is an established safe space where members meet, collaborate and share. Within the traditional structure of board and sub-committee, exchanges of knowledge and experience take place and skills and intelligence are traded.

Additional knowledge sharing through separate individual conversations is evident around the fringes of the board meetings all facilitated by the network of contacts the partnership enables. Learning through the partnership is one of the key reasons members join. The potential of more informal board time making space for more knowledge exchange is evident.

Looking forwards to the next stages of delivery, it’s essential that trusted channels of collaboration remain open as sharing potentially sensitive information and data may need to take place.



Consensual Decision Making Processes

“Climate Ready Clyde is not a formal part of governance arrangements in Glasgow city region, but it enjoys informal legitimacy from the credibility of its work and the authority brought from partner members.”

Duncan Booker

Chief Resilience Officer, Glasgow City Council &
Climate Ready Clyde Board member

Every member’s voice is equal within Climate Ready Clyde. All issues raised have to be addressed because organisations are paying partners. The outcomes of decisions are intended to be the best for all and decision-making is streamlined through the recommendations of working groups. As an unincorporated partnership, decisions aren’t binding on the member organisations. Representatives who hold less senior roles within their respective organisations lack the authority in the moment to make decisions and commitment, requiring instead to seek this authority back at the work place.

“The balance we have is not bad. But it has worried me and worries me a bit still about when we get to the point where we have strategies and action plans will we through our board members have enough influence to get real traction and get them embedded across all of the organisations.”

Professor James Curran

Chair, Climate Ready Clyde

Tensions between the need to be fleet of foot and deliver the speed of change required, versus the bureaucracy of local authorities threatens to bog down future progress. South Lanarkshire Council are addressing this by establishing a new Climate Change and Sustainability Committee within the local authority. This Committee will facilitate a quicker more straightforward approach to decision making around climate and sustainability within the authority.

The collective authority the partnership invests in the Project Manager enables him to lobby other organisations within the Glasgow city region to make climate effective decisions. This combined voice and authority also creates the conditions through which the board collectively can say things individual members can’t and to people and organisations they might not separately be able to reach.

Financing, Resourcing and Assets

“Where the money goes is important to people.”

Dr. Roddy Yarr

Assistant Director (Sustainability and Environmental Management), University of Strathclyde & Climate Ready Clyde Board member

The Scottish Government initially financially supported Climate Ready Clyde. Now the partnership is funded via annual subscription fees paid by member organisations. The person representing each organisation at the board is also an asset brought to the partnership. The not for profit status of the Secretariat is important: member’s money is well spent and the knowledge, time and experience of their staff is contributed in the spirit of collaboration not individual gain.



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A Small Amount of Money Goes a Long Way

All of the members interviewed confirmed they were in favour of Climate Ready Clyde’s subscription model and that their return on investment is high. Some of the larger local authorities may have the funds available to separately procure the information and work undertaken through the partnership. Costs to do so would be inevitably higher and potentially out of reach to smaller partner organisations. The service procured through the partnership also includes direct assistance from the Climate Ready Clyde Project Manager.

The money invested and the post of Project Manager provides the potential of further financial leverage and someone with the time and capacity to pursue additional resourcing opportunities. The joined up approach of the partnership ensures everyone is working together and not in competition when seeking further funding.

“Without the post (of Manager) it’s impossible to know about opportunities yet alone have time to apply for them. Even if each partner did, it could result in multiple bids from each of the partners rather than a region wide coherent and joined up one, and not maximised the potential of the city region working together. Kit has lifted a burden, found opportunities and stopped each partner working in competition.”

Duncan Booker

Chief Resilience Officer, Glasgow City Council & Climate Ready Clyde Board member

Membership fees are accounted for through revenue funding budget lines. In return for their investment, partners also receive IP, knowledge and best practice. Some have shared their own individual research in kind, further adding to the partnerships' assets. All of this will enable partners to better invest when capital funding kicks in for the delivery phase, helping ensure future assets procured are more robust, resilient and sustainable. As concerns grow around how partner organisations will resource new infrastructure required at delivery stage, the potential to collaboratively procure via the partnership lays the groundwork for joined up thinking and resourcing. A level playing field is created when not all regional organisations required to rise to the challenge of new infrastructure have adequate resource and capacity to secure it.



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People Make Climate Ready Clyde

One of the greatest assets each organisation brings to the partnership is the person around the table. All partners have equal voice and the local knowledge and context each contributes is essential to the robust regional response Climate Ready Clyde is tasked with providing. The diversity of representation brings the combination of technical and policy experience on the board as well as access to individual projects.

Moving forward, joined up thinking and decision making for the assets and infrastructures each partner member manages is increasingly important. A potential risk to the effectiveness of this is the missing assets from those organisations currently not part of the partnership, such as Scottish Water. Increased linkage with the city region would address this, even if not every organisation whose assets are missing commits to the wider partnership.

“We can be quite catalytic in helping the city region structures broker new and wider partnerships and we can certainly demonstrate I think perfectly what the advantages of a city region approach is in delivering against some of the real challenges facing us and climate change adaptation is possibly the biggest.”

Professor James Curran
Chair, Climate Ready Clyde

Making it Real

“Clearly there is a lot of understanding, knowledge and expertise coming out of Climate Ready Clyde, but each organisation is going to want to know what they need to contribute to meet that overall vision that is being developed. I suppose it’s about making it real for organisations at an organisational level.”

Dr. Roddy Yarr

Assistant Director (Sustainability and Environmental Management), University of Strathclyde & Climate Ready Clyde Board member

“If we deliver what we set out to do three years ago, and partly by good fortune and partly also our own endeavours and works along the way, we have all the partnership potentials and capabilities and because of COP on the world stage I genuinely think we can make a huge difference and not just locally, but globally as well. I would love to see Climate Ready Clyde getting itself in a position to do that later in 2020. We should have the self confidence to get out there and do it.”

Professor James Curran

Chair, Climate Ready Clyde

“Where does the future lie and how do we make this sustainable? Once the Strategy and Action Plan are created we don’t want to not exist anymore after we have come so far.”

Lesley Hinshelwood

Sustainable Development Officer, South Lanarkshire Council & Climate Ready Clyde Board member

The time to lay the foundations of good governance, nurture working relationships and building reputational capital and clout has passed. The partnership now faces the reality of having to write a new chapter of delivery and adapt both people and processes in order for the ambition and potential scale inherent within it, to be unlocked. In short Climate Ready Clyde needs to mature.

Transitioning from talking policy, strategy and guidance, to delivering on them are two very different things. The challenges facing the partnership in this next phase are many and ones usual to leadership in times of change. Pressures include maintaining a sense of cohesion as more organisations and individuals come on board and holding tight the vision for the whole region not just the city of Glasgow. The potential for partnership working needs to be maximised and communication has to remain clear and effective, ensuring people are brought along with them.

These transitional challenges aren’t unique to Climate Ready Clyde as adaptation in the city region moves from aspiration to tangible reality across everyone’s working lives. And the pressures to declare a climate emergency have to be backed up with evidence on how principles will be incorporated into mainstream business.

However, the clear and evident hard graft invested by everyone, especially the Climate Ready Clyde Project Manager, supported by a credible public facing presence via a website and reporting, is already reaping rewards. No longer does Climate Ready Clyde need to prove itself or fight for attention. Instead now enjoying a well-earned position with people and organisations, such as EIT Climate-KIC and the European Investment Bank, naturally gravitating towards it.

As the critical mass of an organisation moving from rehearsal to performance on a stage heightened by gathering political will and the looming presence of COP26 in late 2020 intensifies, so the challenge of keeping Climate Ready Clyde radical, while making it real, begins.

Independence v. Stability

The independence of Climate Ready Clyde and the key posts of Project Manager, Chair and Secretariat is one of its greatest strengths. Arms length independence supported by leaders in the public sector can have a strong and positive impact while still maintaining the ability to challenge and scrutinize decisions made at a local authority level.

Independence can breed instability and everyone recognises that the partnership is currently dependent on a single individual – the Climate Ready Clyde Project Manager. Views vary on how to address the potential threat that the current person in post moving on will have to business continuity.

Now the partnership has proved itself independently, options exist for it to become embedded within the structure of a local authority. While acknowledging the strength of position in independence, the time may have come to mainstream Climate Ready Clyde in policy terms, governance and the nuts and bolts of its day to day operation. In this model what is lost in objectivity is gained in security and arguably as long as someone with passion, technical knowledge and policy expertise is in post, legitimacy will remain.

There is a responsibility across the whole of Climate Ready Clyde to safeguard the success of the next phase of the partnership. Now the value of membership has been demonstrated to partners, increasing their financial commitment would bring increased stability as well as capacity to Sniffer as Secretariat. Sniffer are also addressing business continuity and succession planning for the post by considering the potential of training a replacement in two to three years. This potential of having another person within the Secretariat now working alongside the Manager will help ensure that institutional memory is not lost when key personnel move on.

The post of Chair will inevitably come up for renewal soon. Pressure is equal to keep this independent, but also scale up the time and freedom to provide more hands on to support the Project Manager. The possibility for this role to take on more tasks, such as hands on advocacy would increase capacity and with increased financial investment from the partners, this too could become a paid role.

Capacity & Leadership

In times of transition, it's not organisations that change, but the people within them. In order to develop capacity and support ambition, high-level leadership is required of the Climate Ready Clyde board. There are on-going questions around whether, as the partnership moves towards delivery, every board member has the influence to drive traction within their organisations in order to deliver.

The next phase is complex and requires both delivery-focused personnel, who are both pragmatic and technical, and policy-focused representation. Only senior management representation at board level could lose that combination. In order to achieve the balance now required, a change of governance structure could provide a solution. The partnership could maintain a small executive board of senior managers and expand the substructure of committees and working groups. This would enable sensible and well-evidenced decision making supported by the ability to make swift senior level commitment. This structure could also be more attractive to those partners not currently in the Climate Ready Clyde space, but whose presence is increasingly essential at either level.

“Think of it like an hour glass. That bit in the middle. If you don't invest in the middle and you can't widen up the neck, no matter how much good stuff you have at one end and how much opportunity or resources you have at the other, if it all goes through a small number of individuals who have to try and deliver it as part of their day job, or support others in doing it, that can limit the speed and the breadth of the progress that can be made. But is anyone going to invest in three or four more Kits?”

Matt Ellis

Climate Resilience Officer, IGNITION UIA Project Lead, Greater Manchester Combined Authority



The Climate Ready Clyde Project Manager post currently sits at the crossroads of strategy and delivery. Everything is funnelled through it and there is an increasing urgency to widen the neck. Additional funds to widen this space would result in significant pay back for Climate Ready Clyde members. Yet it's difficult to argue the case in the public sector in a region and country which has not recently experienced large scale climate impacts. In the meantime it's important to take every action within the partnership's current set up and resources.

As well as capacity building through the Chair, the time has come to equip board members to become Climate Ready Clyde champions and step into more leadership roles irrespective of their positions within their membership organisation. On a practical level this can be simply achieved through the creation of resources such as a slide deck for each member rather than always relying on the Climate Ready Clyde Project Manager to undertake this advocacy role. Thus as the partnership matures, leadership

is broadened into a collective champions network. Each person around the table would similarly benefit from increased support. Each organisation could put out a call for employees at any level and position to get involved, or sponsor an internship. Both would bring increased time and delivery to the partnership. A pilot project in advance of the whole action plan could be prioritised and promoted to help spread the word. All of which would give traction to the wider plan.

Ultimately the partnership must expand. This isn't about making the board bigger, which in itself needs to keep small, active and focused to be effective. Instead space can be sought out and expanded upon around the edges of infrastructure and more drawn in to support and expand delivery. All of which would release board time for more leadership to take place and the encouragement of other leaders including politicians to step into more climate-focused transformational thinking within their own areas of influence.

Knowledge Exchange

Climate adaptation is big and difficult. Not every organisation has the capacity to do everything. The infrastructure for knowledge exchange which Climate Ready Clyde has established, holds the potential for increased effectiveness across the city region if each partner specialised in one area. In depth learning on issues such as rural resilience, urban water issues or public health could be allocated across the membership and shared, in contrast to each partner undertaking everything to the same level of detail. This could be scaled up across the whole of Scotland.

Different Partners at the Climate Ready Clyde Table

“There is a rich vein to be tapped into that whole world of art and culture and how it can help communicate complex concepts and messages and make it real for people.”

Matt Ellis

Climate Resilience Officer, IGNITION UIA Project Lead, Greater Manchester Combined Authority

Unusually for a partnership focused on the region wide delivery of a Climate Adaptation Strategy and Action Plan, a cultural partner – Creative Carbon Scotland sits at the table. Creative Carbon Scotland is a charity working to ensure that arts and culture are playing their full and essential role in addressing climate change. They are a non-paying partner and sit outside of normal business. The asset they provide is an Embedded Artist, a post made possible through Cultural Adaptations, a European funded project that seeks to find creative, innovative and place-based responses to climate change impacts.

Through Cultural Adaptations, leading cultural organisations in the Glasgow, Ghent, Gothenburg and Dublin city regions are paired with municipal sustainability partners to drive change by embedding artists in strategic processes; co-create advice for adapting to climate predictions; host transnational knowledge-sharing, develop resources to widen the impact of the project and enable international replication. Creative Carbon Scotland, the Climate Ready Clyde Manager and Embedded Artist all attend the transnational meetings. The information and knowledge exchange shared through these meetings has already been influential to all. Cultural Adaptations culminates with an international conference hosted in Scotland in autumn 2020 around the time of COP26.

“My question is, how do you change the culture, and what do artists know that can contribute to this?”

Frances Whitehead

Working with artists in this way is nothing new. Civic artist Frances Whitehead whose work integrates arts and sustainability coined the term ‘Embedded Artist’. According to Frances’ manifesto What do Artists Know? an artist is used to working with complexity and contradiction and naturally thinks laterally. Her work, and those of other ‘Embedded Artists’, traverse sector boundaries engaging artists with engineers, architects, designers and city officials.

Through inviting artists to work with them, non-arts institutions, national bodies and local authorities can introduce different ways of thinking and creative perspectives into strategic development. All of which can ensure that inspiration to take action is not lost in translation when communicating the urgency of climate change. Unusually there is no expectation of the Embedded Artist with Climate Ready Clyde to produce any creative work. The emphasis instead is on contributing to planning, decision-making and problem solving.

As Climate Ready Clyde moves into the phase of delivery, the potential of this post has much to contribute. Not least in promoting the wider role that culture and the arts can play in the communication and delivery of the Strategy and Action Plan.

Difference to the Board

“People at work put on their business heads and then they go home and play with their kids and Lego on the rug. They need to do some of the playing with Lego in the committee room because that’s where their creativity comes in.”

Ben Twist

Director, Creative Carbon Scotland

To date the Embedded Artist has worked closely with the Climate Ready Clyde Manager encouraging fresh perspectives on thinking and communication. Especially around the challenge of creating and conveying a vision that will inspire and inform, as well as engage those tasked with on the ground delivery.

In order for real change to happen, people have to change. Artists think and behave differently, in doing so they give licence to other people to do the same. Artists do it differently. They have discipline and structure, but also the ability to make an intervention that turns things on its head. The role of the artist is

as much about facilitating discussion and learning as is it about creating work. Innovation, new thinking and fresh perspectives can sometimes be simply achieved by first changing the way people see each other. More time is needed for board members to find out more about who they all are and what they do. Simple tools such as PechaKucha presentations are quick and easy ways for members to share, discover, distil thought and springboard discussion. All of which can open up thinking and being into spaces where change can take place.

A role of board members is a duty of care to governance and the business of the partnership. Another is leadership, visioning, learning and innovation. Like all board members the artist’s presence is to contribute skills, experience and networks. An artist’s voice is both other and independent as well as integrated. It encourages more of the radical thinking that inspired the inception of Climate Ready Clyde in the first place. As the partnership moves into delivery more of these ways of thinking can be encouraged to motivate and engage. Additional meetings, or additions to existing meetings, could be created to time and space for this to happen.



The Wider Role of Arts and Culture

Artists and the wider cultural sector also have a role to play in communication and delivery. A good strategy presents hope and is one that the public, communities, individuals and companies need to buy into as agents of change. The job of an artist, embedded or otherwise, is to foster solidarity, contribute to and communicate visions of alternatives and the empowered steps needed to realise them.

“What arts and culture can do is help lift a mirror to us and give us the means by which we can create impressionistic portraits of where we need to be in the future which no amount of logical reasoning can do.”

Duncan Booker

Chief Resilience Officer, Glasgow City Council & Climate Ready Clyde Board member



Installation by Pekka Niittyvirta & Timo Aho. Photo © Pekka Niittyvirta

“If Greater Manchester achieved its strategic ambition around climate resilience through a natural environment approach, it would look fantastic. You wouldn’t have as large an air quality problem, anyone whose mental health is improved by green space over the entire population over a number of years, the health benefits would pay for the install. But currently, I can’t either by narrative or visually communicate what that transformation looks like, how it benefits. However, it is hard to bring this together in a way which I can have a conversation around it.”

Matt Ellis

Climate Resilience Officer, IGNITION UIA Project Lead, Greater Manchester Combined Authority

Being able to see what something looks like helps envisage what needs to be done. As the simple projection of a white line of light onto buildings in Uist in the Outer Hebrides marking predicted sea level rise by Finnish artists Pekka Niittyvirta and Timo Aho demonstrates. Artists can help create creative case studies that make an issue or project real for someone within an organisation who has to achieve something similar. They can contribute to the engaging communication of a vision for Glasgow city that considers the region’s assets in a climate neutral way. This ability of artists to give form, shape and texture to a vision and its story will be increasingly important as people begin to ask of the strategy where will it take us, what will it look like and what does it mean for me.

Who Else Should be Round the Table?

As Climate Ready Clyde moves towards delivery, questions arise on what other sectors should be represented on the board. Whose voices are potentially missing in the Strategy and Action Plan?

The presence of the private sector, through the Chambers of Commerce or other representation, has the potential to bring more innovation and drive. Also absent is the finance sector and some utility companies. The Greater Manchester City Region is working with organisations such as the Royal Horticultural Society around the benefits of horticulture on health and well-being along with economic benefits.

“Doing things to communities, isn’t as good as doing things with communities”

Dr. Roddy Yarr

Assistant Director (Sustainability and Environmental Management), University of Strathclyde & Climate Ready Clyde Board member

Noticeably absent is community representation. In order for Climate Ready Clyde to achieve the status of an exemplar of adaptation, at some stage communities must be consulted and given voice. Benefits include tapping into local knowledge and networks while simultaneously bringing people on the journey. Engaging and involving communities as partners also provides an opportunity to make the multiple effect understandable. So when anyone or any organisation claims that the little they can do won’t make a difference or have an impact, they can understand the multiple effect that organisations, communities and individuals working together can achieve. An effect which saw the growth of the school strike for climate change, transforming it into a real issue for politicians to take action on. As well as the thinking behind the creation of the Climate Ready Clyde partnership which enables all of the partner organisations around the table to operate at more than the sum of its parts when delivering adaptation across the Clyde Valley region.



Climate Ready Clyde

Climate Ready Clyde is an unincorporated partnership governed by a board of representatives from 15 key organisations across the Clyde Valley Region: Glasgow City Council, East Renfrewshire Council, West Renfrewshire Council, North Lanarkshire Council, South Lanarkshire Council, University of Glasgow, University of Strathclyde, East Dunbartonshire Council, West Dunbartonshire Council, Transport Scotland, NHS Greater Glasgow and Clyde, SEPA, SGN and Strathclyde Partnership for Transport. Financial support, initially from the Scottish Government is now provided via subscription fees paid by the members. The same fee for each partner regardless of any difference in size, scale and budget of the individual organisation.

Climate Ready Clyde is supported in the implementation of its objectives by Sniffer - knowledge brokers for a resilient Scotland - who act as an independent Secretariat. Sniffer provide the Climate Ready Clyde Project Manager, Kit England who drives forward the objectives and delivers the functions of the board. In addition to leading on the development of the Strategy and Action Plan these include facilitating delivery, promoting the value and the benefits of Climate Ready Clyde to key stakeholders as well as exchanging information and good practice, influencing government and spreading the message as far and as wide as possible.

The board is led by an independent Chair, Professor James Curran former Chief Executive of SEPA, who has been the Climate Ready Clyde Chair since the partnership's inception nearly three years ago. Board members hold posts of varying degrees of seniority within their respective organisations. The board meet every quarter and are supported in governance and decision making by sub groups such as Performance, Finance and Risk.

Creative Carbon Scotland

Creative Carbon Scotland is a charity working to ensure that the arts and culture are playing their full and essential role in addressing climate change. They believe that artists and culture sector professionals have an essential role to play in achieving transformational change for a sustainable future. Part of their role involves working with cultural organisations and their funders to encourage and equip them to reduce their carbon emissions and begin to adapt business models and plans to a changed climate. They also encourage the attachment of artists, their skills, knowledge and expertise, to climate change projects.

Through Cultural Adaptations, an action-research project seeking to find creative, innovative and place-based methods to adapt to climate change, Creative Carbon Scotland have brought an Embedded Artist to the Climate Ready Clyde board.

Cultural Adaptations takes place across four countries in northern Europe. The project enables cultural organisations to be paired with climate change experts and city governments to explore how culture can adapt to the impacts of climate change, and how creative practices can influence and shape how cities across Europe approach transformative adaptation. Led by Creative Carbon Scotland, Cultural Adaptations is a co-operation project funded by the European Union's Creative Europe programme, running from October 2018 to March 2021.

Unusually there is no expectation of the Embedded Artist with Climate Ready Clyde to produce any creative work. The emphasis instead is on contributing to planning, decision-making, problem solving and creative ways for the board and its members to think and operate.

<https://www.creativecarbonscotland.com>

<https://www.culturaladaptations.com>

Greater Manchester Green City Region Board

“You are talking about fundamentally transforming spaces and using them and behaving differently in them... It can feel an academic and technical issue not a transformative action which has huge benefits.”

Matt Ellis

Climate Resilience Officer, IGNITION UIA Project Lead, Greater Manchester Combined Authority

Greater Manchester is a combined authority of ten districts. The city's environmental agenda is driven forward through its Green City Region low carbon hub. In contrast to Climate Ready Clyde, Greater Manchester's Green City Region board is embedded within standard local government scrutiny and governance arrangements. No organisation pays a subscription fee to be on the board and some private sector members also sit around the table. Its chair is independent and is usually the political lead with the environment portfolio, making this post, and those of other elected members on the board, unstable in election times. The board sets the direction and the organisations sitting on it agree collective and individual action and priorities. However, no decision made at board level which affects wider Greater Manchester or its constituent Districts policy, strategy or action is binding. Because of its place within a local authority, everything is obliged to be elevated through their formal governance structures for sign off.

Also similar are sub groups which make recommendations to the board, such as the Natural Capital group which creates the detail of the region's five-year Environment Plan.

Proposals created at this level are fed up through the Green City Board and then up into the combined local authorities.

There are pros and cons for both models. Greater Manchester's Green City Region's board has limited freedom and is unable to secure sign off of a Five Year Environment plan without approval from ten local authorities. In practical terms this means some items on the low carbon agenda might not be allocated the coverage they require in a committee process where a low carbon city region is one of a number of agenda items. The pay-off is connectivity across all of the combined local authority regions.

What the Green City Region Board lacks in the financial leverage of a Climate Ready Clyde subscription model, it gains through a big brand with a political personality behind it. Some projects come with an events and communication budget attached.

The instability attached to reliance on local by-election results to ensure personalities stay attached to the board, limits the potential of knowledge transfer. Potentially new portfolio holders leading on areas such as housing and planning have to be engaged with every couple of years. Briefing new people in post doesn't come directly from the Green City Region Board. Any break somewhere along the line of learning and communication, bearing in mind the technical nature of some of the decision making required, can result in a complex process for effective knowledge transfer. In theory sharing data through the board should be easy, however, like Climate Ready Clyde, members are time poor with limited capacity to share and transfer either knowledge or data.

<http://gmgreencity.com>

Intangible Support

“Even if a person is very active, climate change cannot be solved at once, only in the distant future and after collective global action. Therefore people also need strategies that promote constructive hope. Hope can help them confront the problem and bear the burden of taking on climate change without being overwhelmed.”

Maria Ojala

In wake of the rise of Greta Thunberg, Maria Ojala in her article *Eco – Anxiety*¹ explores the psychological impact on young activists of tackling climate change. Ojala and others argue that collective engagement for people working in this field helps maintain a sense of hope and well-being. The positives of being part of a collective community, acknowledged by those interviewed, include increased efficiency and support. Collective action is one of the characteristics that makes Climate Ready Clyde effective. Members interviewed expressed an appreciation of having others in similar positions to turn to for help, ideas and advice. As well as a shared recognition of the difficult job in hand and that even though every member faces their own challenges within their respective organisations, together they come up with solutions.

“We are not in it alone. We are all in it together. And we are working as best we can together.”

Dr. Roddy Yarr

Assistant Director (Sustainability and Environmental Management), University of Strathclyde & Climate Ready Clyde Board member

Interviewees

- **Duncan Booker**
Chief Resilience Officer
Glasgow City Council
- **Professor James Curran**
Chair
Climate Ready Clyde
- **Matt Ellis**
Climate Resilience Officer
IGNITION UIA Project Lead
Greater Manchester Combined Authority
- **Kit England,**
Project Manager
Climate Ready Clyde
- **Lesley Hinshelwood**
Sustainable Development Officer
South Lanarkshire Council
- **Ben Twist**
Director
Creative Carbon Scotland
- **Dr. Roddy Yarr**
Assistant Director
(Sustainability and Environmental Management)
University of Strathclyde

¹ *Eco-Anxiety* by Maria Ojala: RSA Journal Issue 4 2018-19 p.11 (Royal Society for the Encouragement of Arts, Manufacturers Commerce <https://www.thersa.org>)



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