

Transcript | From Targets to Delivery: Achieving Climate Ambition

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00:00:14.750 --> 00:00:21.030

Oliver Matikainen: Hello, everyone, and welcome to this panel event, From Targets to Delivery, Achieving Climate Ambition.

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00:00:21.260 --> 00:00:34.409

Oliver Matikainen: My name is Oliver Matikainen, and I'm a Senior Learning Designer here at Apolitical. It would be great to hear from all of you, so I warmly invite you to post in the chat where you're joining us from, and what organization you're working for.

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00:00:35.320 --> 00:00:42.930

Oliver Matikainen: Today, we'll look at how public servants can move from climate commitments on paper to practical delivery in the real world.

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00:00:43.150 --> 00:00:57.709

Oliver Matikainen: We'll explore how teams across governments can interpret climate targets and requirements, turn them into clear implementation steps, and make better decisions through cross-functional collaboration, experimentation, and learning from real-life delivery experience.

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00:00:58.080 --> 00:01:09.429

Oliver Matikainen: And for those of you who might be joining us for the first time, warm welcome to you. Apolitical is the world's largest online network of public servants with a mission to make government smarter for people and planet.

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00:01:09.750 --> 00:01:23.360

Oliver Matikainen: It's used by half a million public servants across the world, from 170 different countries, and we provide governments with the tools, the skills, and the networks they need to become more effective and take enabled organizations.

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Oliver Matikainen: APolitical is a strategic partner to government, helping them prepare the workforces for the future.

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00:01:30.260 --> 00:01:36.829

Oliver Matikainen: And we achieve this by upskilling government workforces through short online courses focused on government priorities.

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00:01:36.940 --> 00:01:44.960

Oliver Matikainen: Enabling them to find and share best practice through peer communities, and by building innovative tools designed for and with government.

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00:01:46.530 --> 00:01:52.370

Oliver Matikainen: And it's really nice to see all the answers coming in in

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00:01:52.580 --> 00:02:00.699

Oliver Matikainen: the chat, please do keep them coming, so we can see where you're all joining from. We have, Jody from Western Cape Government.

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00:02:00.870 --> 00:02:06.650

Oliver Matikainen: Jennifer from Helsingborg in Sweden, close to my home country in Denmark. It's nice to see,

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00:02:06.840 --> 00:02:08.680

Oliver Matikainen: Few different countries in the chat.

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00:02:08.870 --> 00:02:10.389

Oliver Matikainen: Please keep them coming.

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00:02:10.500 --> 00:02:13.930

Oliver Matikainen: It'd be great to see where you are, where you're all joining us from.

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00:02:15.560 --> 00:02:24.409

Oliver Matikainen: We're also thrilled to extend an invitation to join today's speakers and your public service peers from across the globe in the energy and climate community.

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00:02:24.570 --> 00:02:31.490

Oliver Matikainen: So, whether you're just starting out in the climate sector, or you're a seasoned climate policy and delivery leader already.

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00:02:31.660 --> 00:02:37.349

Oliver Matikainen: This is the place to ask questions, share insights, and tap into the collective wisdom of your peers.

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00:02:37.620 --> 00:02:43.710

Oliver Matikainen: The energy and climate community is there to support you in making your climate work even more impactful.

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00:02:44.540 --> 00:02:54.550

Oliver Matikainen: The link to the community is in the resource tab at the bottom of your screen, and my colleague is also posting a link in the chat now. So do take a look, we would love to see you in the community.

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00:02:56.410 --> 00:03:08.029

Oliver Matikainen: I'll just get a few technical notes out of the way before we get into today's conversation. So, this event is recorded for on-demand viewing on the apolitical website, so please don't record it yourself.

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00:03:08.240 --> 00:03:19.130

Oliver Matikainen: Contact details for privacy concerns are in the apolitical homepage footer, and closed captions are available and can be toggled on or off in your screen settings.

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00:03:20.770 --> 00:03:30.290

Oliver Matikainen: Before we introduce the speakers, we're just going to run two quick polls to get a sense of where you're coming to today's discussion from. So, the first poll question is.

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00:03:30.560 --> 00:03:35.420

Oliver Matikainen: Do you think your government is doing enough to address climate change?

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00:03:36.360 --> 00:03:41.750

Oliver Matikainen: And the options are very simple, yes, no, I'm not sure.

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00:03:42.820 --> 00:03:52.969

Oliver Matikainen: And just a reminder, we won't be able to see what you answer, we will just get an overview picture of what people think. The question is, do you think your government is doing enough to address climate change?

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00:03:53.860 --> 00:03:55.929

Oliver Matikainen: Yes, no, I'm not sure.

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00:03:57.350 --> 00:04:05.449

Oliver Matikainen: And the answers to come in here are very overwhelmingly, no, 78% no, 13% I'm not sure, 9% yes.

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00:04:05.690 --> 00:04:13.550

Oliver Matikainen: Which, interestingly, mirrors the UNDP's big climate vote they did two years ago, where 80% also said no to that question.

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00:04:14.820 --> 00:04:21.320

Oliver Matikainen: The second question is, do you feel equipped to manage the impacts of climate change on your own work?

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00:04:22.630 --> 00:04:32.890

Oliver Matikainen: And the options are not at all equipped, slightly equipped, moderately equipped, very equipped, or extremely equipped to manage the impact of climate change.

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00:04:33.050 --> 00:04:34.200

Oliver Matikainen: On your work.

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00:04:35.200 --> 00:04:39.880

Oliver Matikainen: Maybe a slightly more difficult question to answer this one, but I would be really curious to see where the,

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00:04:40.120 --> 00:04:41.960

Oliver Matikainen: How you respond to this one.

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00:04:43.090 --> 00:04:46.820

Oliver Matikainen: So, do you feel equipped to manage the impact of climate change?

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00:04:46.970 --> 00:04:48.620

Oliver Matikainen: On your work.

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00:04:49.250 --> 00:05:06.349

Oliver Matikainen: And we see a much bigger spread of answers here from fairly evenly distributed between slightly equipped and moderately equipped to not at all equipped, and no one has answered extremely equipped, so it seems like it's a very timely discussion today, where we can discuss how we can hopefully

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00:05:06.510 --> 00:05:11.149

Oliver Matikainen: You will feel like you are at the other end of the spectrum at the end of this event.

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00:05:12.380 --> 00:05:22.690

Oliver Matikainen: Thanks for taking part in the polls. Now we're ready to introduce our fantastic speakers, and we're fortunate to have three of them today. We have Emma, Gabrielle, and Ina joining us today.

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Oliver Matikainen: Emily Cavalier is a postdoctoral research fellow at the Oxford Climate Policy Hub, where she examines climate and environmental rules and regulations across global, national, and subnational scales.

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00:05:35.360 --> 00:05:45.550

Oliver Matikainen: Her work with the Hub focuses on developing the Oxford Climate Policy Monitor and data resource tracking and analyzing key areas of climate policy in over 35 countries.

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00:05:45.940 --> 00:05:55.239

Oliver Matikainen: Emma also co-leads the Oxford Initiative on Green Approaches to Public Procurement, which investigates how public procurement can be transformed to drive green innovation.

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00:05:56.440 --> 00:06:01.240

Oliver Matikainen: Gabriel Barron is Program Director of Climate Action at the Center for Public Impact.

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Oliver Matikainen: She's worked across a wide range of international contexts, including with the Commonwealth Secretariat, the Australian Department of Foreign Affairs and Trade.

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Oliver Matikainen: And as the co-lead of a pro bono legal charity and an independent consultant.

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Oliver Matikainen: At the Center for Public Impact, Gabriel focuses on climate action and how systems innovation, relationships, and learning can support more climate-resilient and equitable futures.

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00:06:25.430 --> 00:06:36.049

Oliver Matikainen: And last but not least, we have Inat Chilik, who is a systems innovator and collaboration facilitator with more than 20 years of experience across strategy, finance, and sustainability.

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00:06:36.610 --> 00:06:47.400

Oliver Matikainen: She currently co-leads collective sense-making at Net Zero Cities, where she helps European cities learn from one another as they work towards climate neutrality through locally designed systemic action.

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00:06:47.980 --> 00:06:57.390

Oliver Matikainen: Inner's work focuses on peer learning, on experimentation, and on building cross-city collaboration that's needed to turn climate ambition into practical delivery.

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00:06:58.840 --> 00:07:08.540

Oliver Matikainen: So, before we get into today's panel, I thought it'd be great to start with a quick icebreaker question, just to get us warmed up and ready for the panel. So, Gabriel, Emma, Ina.

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00:07:08.720 --> 00:07:27.880

Oliver Matikainen: If climate delivery were a mode of transport, what mode of transport would it be? And I'll give you just a moment to think about it, and in the meantime, everyone else, I pose the same question to you. I would love for you to share your answers in the chat, so please do let us know in the chat if climate delivery were a mode of transport, what mode of transport would it be?

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00:07:28.260 --> 00:07:34.120

Oliver Matikainen: Ina, if I can turn to you first, what mode of transport would you say climate delivery is?

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00:07:35.020 --> 00:07:49.629

Inna Chilik: Thank you, Oliver. For me, I'm actually gonna go in a more interesting way, like, when it comes... because there are different ways of transportation, right? And the first thing that came to my mind when you asked that question is actually a donkey.

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00:07:49.630 --> 00:08:11.979

Inna Chilik: not a mechanical kind of mode of transfer, but a living one, where you actually have to create a relationship with, which has a mind of its own, and sometimes very stubborn. It can walk... it can... it's very resilient and can hold a lot, and at the same time, it doesn't always go the direction that you want. So, yeah, that's... that's my answer.

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00:08:13.140 --> 00:08:16.769

Oliver Matikainen: Amazing. Thank you, Ina. Gabriel, can I turn to you next?

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00:08:18.100 --> 00:08:19.720

Gabrielle Beran: Absolutely.

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00:08:19.770 --> 00:08:44.149

Gabrielle Beran: I know that Emma and I had a bit of a chat about this backstage, and so I'm gonna start, Emma, and then if it's okay with you, Oliver, I might throw it to Emma immediately. We were talking about bus networks, we're both big bus fans, and I live in London, where the buses are messy, but they get you where you want to go. They're, you know, they're interconnected, the schedules are constantly adjusting. I think we've all heard that terrible moment of, you know, the bus will be held here to regulate the service.

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00:08:44.300 --> 00:08:52.299

Gabrielle Beran: When you're running late to something. But they had this incredible ability to connect people, particularly where those sleek lines of transport, like the tube, don't want to go.

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Gabrielle Beran: Sometimes you have to stand in the rain and wait, but sometimes you get to sit on the top level at the front and watch the trees go past, and those are pretty magical moments. But Emma, what would you add?

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Emma Lecavalier: Yeah, I think, I agree with all of that, though I also now feel like the donkey is a very compelling answer. But yes, my choice is also the bus. I think one bus alone is not sufficient. You need a bunch of buses to get us where we're going. You need a network.

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00:09:20.730 --> 00:09:35.600

Emma Lecavalier: Buses are nimble. You know, in my home city of Toronto, there's been a lot of effort to try and get more subways, but I'm always like, buses, you can change those routes, you can recalibrate that to the kind of way that the city evolves and is shaped.

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00:09:35.910 --> 00:09:46.009

Emma Lecavalier: they're not always glamorous, you know? People don't always love a bus or appreciate a bus, and neither do they appreciate climate delivery. The doing bit is a lot less fun than the setting, you know, fun targets.

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00:09:46.260 --> 00:09:57.510

Emma Lecavalier: But buses are also great for bringing everybody along. I think we cannot leave anybody behind in climate delivery, and buses are a way to get as many people in going in a direction as we possibly can.

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00:09:59.430 --> 00:10:09.750

Oliver Matikainen: Thanks so much, and I think I really like your phrase that it's not so glamorous. I think unglamorous but effective is maybe what connects both buses and donkeys. Maybe that's the red thread there.

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00:10:10.510 --> 00:10:19.980

Oliver Matikainen: Amazing. I think the ice is broken, we're ready to get into the panel discussion, and I think let's just get right into it and try to understand why delivery is the real climate challenge.

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Oliver Matikainen: So, Emma, I'm gonna... I'm gonna stay with you here. Just to ground us in the bigger picture.

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00:10:24.930 --> 00:10:30.130

Oliver Matikainen: How should we understand the gap between climate targets and what's actually being delivered today?

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Emma Lecavalier: It's a critical question, because we see from the 2025 UN Emissions Gap Report that we're off track to meet our temperature targets. So what that report says is that right now, if you look at all of the national climate targets, the nationally determined contributions, which are the goals that are set under the Paris Agreement.

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Emma Lecavalier: If you aggregate those and say, what temperature does that get to?

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00:10:54.570 --> 00:11:01.470

Emma Lecavalier: It's between 2.3 and 2.5, though since the withdrawal of the U.S, it's actually... that threshold is up to 2.6.

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Emma Lecavalier: So right now, if we do everything we say we're gonna do, we're still off track. That's called the ambition gap.

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Emma Lecavalier: But we also have the implementation gap, which is.

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00:11:11.520 --> 00:11:23.509

Emma Lecavalier: we have these targets, but what's our progress towards actually even achieving those? And that has us on track for more than 2.8 degrees in warming. So on the one hand, yes, we need to improve our ambition, but...

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Emma Lecavalier: I'm always trying to emphasize, actually, it's more important right now, today, if we improve our implementation of these targets. Because even if they're insufficient targets.

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00:11:33.170 --> 00:11:41.830

Emma Lecavalier: Progress towards an insufficient target is so much better than, you know, agonizing over trying to set better targets that we're not meeting.

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00:11:44.010 --> 00:11:55.790

Oliver Matikainen: I really like that framing, thinking about progress towards, even if it's an insufficient target. But that progress is often framed as something that's quite difficult to do. We all know it's difficult to do.

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00:11:56.080 --> 00:12:07.859

Oliver Matikainen: Gabriel, if I can turn to you next, climate delivery is often described as something that's quite complex and cross-cutting. What capabilities do governments need to manage that complexity effectively?

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00:12:08.890 --> 00:12:26.359

Gabrielle Beran: Thanks, Oliver. I'm not sure we've got time today to look at the distinction between something that's complex and complicated, but the internet has amazing examples, so please do jump in if those two words feel a little bit confusing for you, and I'll pop a framework in the chat after this that also might help the Kniven framework.

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Gabrielle Beran: it's not always possible to manage complexity, but there are some mindsets that can really help you move through it, and the core capability that I would advocate governments need is the ability to learn while delivering.

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Gabrielle Beran: So in climate delivery, complexity means there's no stable end state, there's no perfect plan you can execute from start to finish, and it's done.

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Gabrielle Beran: Conditions change, technologies evolve, and interventions have unintended consequences. So the real task is not just delivery, but continuously adapting that delivery.

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Gabrielle Beran: And that requires a deliberate culture of learning. So, practically, for you all in your government spaces, that means shifting from a single line of questioning, perhaps, did we deliver what we planned or what we hoped, to two important lines. Did we deliver? Did it work?

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00:13:12.970 --> 00:13:20.750

Gabrielle Beran: what did we learn, and how will that change what we do next? And governments across, national, local, state.

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00:13:20.960 --> 00:13:30.599

Gabrielle Beran: regional are set up really well to answer that first question. What did we deliver, and how did it go? It's much harder to answer that second question with the structures we have.

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Gabrielle Beran: As I mentioned, the Kniffin framework can be helpful for us to think about this. Human learning systems is another phrase. I'll pop these in the chat. To make this real for civil servants, you need to change the incentives. If teams are rewarded for hitting immediate targets, they will avoid risk.

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00:13:47.320 --> 00:13:51.529

Gabrielle Beran: Hide failure, and in complex delivery, you don't want to do that.

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00:13:51.700 --> 00:13:59.049

Gabrielle Beran: Build learning into KPIs and performance reviews, I would suggest. Reward teams who surface problems early, who fail fast.

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Gabrielle Beran: We have a phrase we think about, failing forward. Treat small failures as opportunities to input to better decisions. They're not as career risks, and certainly having been a civil servant myself, that's how it can often feel.

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Gabrielle Beran: M...

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Gabrielle Beran: I could talk at length about failure, but I won't, but I'll pop a resource in the chat. From my work experience and practice, we worked recently with the King County Washington Transit Agency, who had this goal of a net-zero bus fleet by 2035.

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Gabrielle Beran: One of the things we worked on with them was embedding learning into delivery. In particular, we focused on learning to improve decision making, capturing how different decisions made progress or didn't, how they worked with different processes, where assumptions didn't hold in practice, and not creating an environment of punishment around things not working.

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Gabrielle Beran: The outputs were a decision-making strategy that was embedded into organisational operations, and in terms of quantifiable results, the Net Zero Emissions team got 6 additional staff members.

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Gabrielle Beran: a bigger budget, and even a multi-million dollar saving from actually revisiting some plans that, under the new decision-making framework, weren't quite fit for purpose. And it was that process of learning that allowed this to happen.

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00:15:08.290 --> 00:15:18.260

Gabrielle Beran: So, the key mindset adjustment, and it's not an easy one, easy for me to sit here and say it, is in complex climate delivery, success doesn't come from getting it right the first time.

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Gabrielle Beran: Partly because that would just be a miracle. It comes from getting better every time.

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00:15:24.280 --> 00:15:35.970

Oliver Matikainen: Such a great way to frame it, Gabriel, and I know that we will have more time to come back to failing forward and learning from the way we fail, because there's a lot to unpick there, and we will come back to that later.

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00:15:36.170 --> 00:15:43.249

Oliver Matikainen: You know, I want to go back to something that Emma mentioned before about the gap between the targets we set and the delivery on the ground.

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Oliver Matikainen: So, from your perspective, what is really preventing climate action from moving from targets to delivery on the ground?

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Inna Chilik: Thank you so much, Oliver, and I just want to say, Gabrielle, I love what you're saying, because we're so very much aligned, we're definitely working with the same frameworks, and it's nice to hear that

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00:16:02.940 --> 00:16:15.399

Inna Chilik: complexity theory and systems thinking is being embraced on different levels from different aspects. Yeah, so huge kudos to that. Let's talk more about that.

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Inna Chilik: And yes, kind of bringing back to what Emma was talking about in terms of the targets, right?

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Inna Chilik: We so much are focused at emission domains, and, because we're talking about energy, the compilation of energy, or built environment, or mobility, or industry, and yes, it's absolutely important, and these are quantitative measures that we need to keep in mind in order to be aligned with the targets.

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00:16:46.510 --> 00:16:52.790

Inna Chilik: However, what we're also realizing in the work that we do with the cities, that

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00:16:52.810 --> 00:16:58.969

Inna Chilik: What actually enables transformations to happen in the systems that we're working with.

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Inna Chilik: are so-called levers of change. So these are the spaces where, basically, we're rediscovering governance systems, when we talk about learning and different capabilities that are needed for that shift and transformation.

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00:17:13.859 --> 00:17:27.819

Inna Chilik: When we look into different finance and new business models, how to fund this work. When we look at technology and data and the use of data on that, when we look into social innovation and behavioral change as the

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00:17:27.819 --> 00:17:49.979

Inna Chilik: levers of change and transformation in the societies. When we look at the culture of participation and democracy and involving citizens and other stakeholders in bigger transformation efforts and climate efforts that the cities have. So, for sure, what we're noticing is that, cities and governments and regional governments

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00:17:49.980 --> 00:18:01.939

Inna Chilik: Public sector generally is the holder of that transformation, but by themselves, of course, they don't have capacity and ability to,

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00:18:01.940 --> 00:18:22.249

Inna Chilik: have the impact and accelerate the change at the level that is needed. Everybody should be involved and engaged in different shapes and forms, so rediscovering different ways how we can leverage the systems is definitely something to pay attention to and look into as side of just the quantitative

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00:18:22.250 --> 00:18:28.130

Inna Chilik: Measures and targets that we have established for ourselves as the guidance for transformation.

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Oliver Matikainen: Thank you so much, Ina.

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00:18:32.270 --> 00:18:43.240

Oliver Matikainen: I'd like to build on the point you made about just having quantitative targets and moving towards them, and ask you a question on that, Emma. Sometimes it seems like it can be a...

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00:18:43.370 --> 00:18:49.859

Oliver Matikainen: These kinds of processes can get... feel stuck in the planning part before it even gets into implementation.

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Oliver Matikainen: So, Emma, what does it take for governments to stop treating climate delivery as purely a planning exercise, and start treating it more as an implementation challenge?

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Emma Lecavalier: I mean, I think the answer's in the question. Stop planning so much, and start doing more. I think this... this is a trap that we often fall into, and while plans are really important, particularly for accountability reasons, it's really important to have those strategies and those targets in place.

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00:19:20.160 --> 00:19:40.460

Emma Lecavalier: You also have to build a sort of policy ecosystem around that plan that's equipped to be reflexive, iterative, updated. So not to say, throw out the plans altogether, but real accountability says coming back together continuously to reflect on those plans, and to say, were we asking the right question from the get-go? Were we setting the right target?

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00:19:40.460 --> 00:19:42.339

Emma Lecavalier: So to give you a couple of examples.

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Emma Lecavalier: In Denmark, the plan to decarbonize the energy system relied very heavily on bringing online lots of wind energy. And they made great progress in bringing wind power online, you know, deploying new wind turbines, but there was a sort of threshold before their KPI, in terms of, like, number of wind turbines.

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00:20:02.610 --> 00:20:11.889

Emma Lecavalier: Where they had lots of wind power at certain times of day, but they still weren't overcoming that sort of intermittency challenge. But more wind turbines wasn't going to solve that.

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00:20:11.930 --> 00:20:22.820

Emma Lecavalier: In and of itself. And also, they were reaching a point where they started to get a little bit of community NIMBYism. It became more politically unpopular to try to deploy more onshore, wind turbines.

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Emma Lecavalier: So what did they do? They didn't soften the targets, they didn't say, good enough.

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Emma Lecavalier: They said, okay, we need to rethink our energy a little bit more. So, one, they focused more, to the point about NIMBYism, on the offshore wind, but more than that, they focused on the system change itself. They said, how do we move energy around in a way that overcomes that intermittency challenge? And so they started exporting energy to nearby countries. They also started passing energy around more efficiently.

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Emma Lecavalier: But they also started to think about other innovative examples, so they've improved the grid's reliability in a huge way, and that's a major, major investment, which probably wasn't, you know, built into the package. But then they also thought about, how can we be innovative with the kind of surplus wind energy we have, and so there's a lot of this...

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Emma Lecavalier: you know, doing different things with the energy that we have, and thinking about using surplus wind to create green hydrogen or different kinds of chemical processes, so also thinking very...

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Emma Lecavalier: Horizontally about the opportunities as well.

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Emma Lecavalier: Another example similar to this is India and its national solar mission. Same thing. More is not always better. Actually, you get to a certain point and have lots of solar energy, but the grid piece is more important.

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00:21:32.020 --> 00:21:50.759

Emma Lecavalier: But one of my favorite examples, and it's not a government example, but I'm sure it's an example that resonates with many, actually comes from the private sector, and this

was Utz Potato Chips. So Utz was trying to decarbonize its supply chain and lower its emissions footprint, and, you know, if you guessed, where does the energy in the potato chip supply chain come from?

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Emma Lecavalier: They had focused a lot on transportation, thinking it was going to be those processes.

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00:21:55.620 --> 00:22:08.989

Emma Lecavalier: Manufacturing. It was the heating of the oil was a big piece. But it wasn't just the heating of the oil. What they realized was that they were buying their potatoes by weight, not by volume. And by weight, farmers were soaking the potatoes in water.

130

00:22:08.990 --> 00:22:19.119

Emma Lecavalier: So, they were doing that much more boiling, spending that much more energy, and it wasn't actually decarbonization at all they needed to do, they just changed their processes of purchasing.

131

00:22:19.120 --> 00:22:38.550

Emma Lecavalier: And it's one of these moments where you say, we didn't even know what question to ask from the get-go. And the only way we found this out was by starting, was by getting going, was by doing the process of implementation and starting that process of scoping our supply chain. So, I think there are so many unknown unknowns that the best way to get from here to there is to just get going.

132

00:22:40.940 --> 00:22:49.039

Oliver Matikainen: I really enjoyed those practical exams, and I think this is the first time I've heard potato chips being brought up in a climate event, as an example, so thank you, thank you for that, Eva.

133

00:22:50.020 --> 00:23:06.879

Oliver Matikainen: Speaking of those unknown unknowns and all the surprises and twists and turns that might come along the way, either opportunities you had not foreseen, or challenges other connected parts of that system that needs to be updated and brought along to make delivery actually happen.

134

00:23:06.930 --> 00:23:12.049

Oliver Matikainen: I want to come back to what you mentioned before, Gabriel, on failing forwards and learning.

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00:23:12.250 --> 00:23:17.290

Oliver Matikainen: Because for public servants who are used to a structured planning process.

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00:23:17.410 --> 00:23:26.250

Oliver Matikainen: How can they start introducing more experimentation and learning into their work so they can deal with all these unknown unknowns and the surprises along the way?

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00:23:27.600 --> 00:23:30.830

Gabrielle Beran: Absolutely, and Emma, I love what you said about just getting going.

138

00:23:30.930 --> 00:23:55.789

Gabrielle Beran: And that can be incredibly scary in a culture where trying new things is not normal, and it's not rewarded. So, I think Inna is going to talk a bit more about some of the amazing innovation work that she's been working on, but I'm going to start at an even smaller scale than that. It's not... planning to implementation, it's not about abandoning structure. It's about... something to try is introducing disciplined experimentation.

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00:23:55.790 --> 00:23:57.710

Gabrielle Beran: within it. And

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00:23:57.710 --> 00:24:04.390

Gabrielle Beran: Very small experiments can build confidence, can open doors, and can spark some kind of change, regardless of your resource level.

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00:24:04.400 --> 00:24:16.340

Gabrielle Beran: Particularly, we find this really useful with local governments who feel a little bit constrained by some of the options they've got. Many of you are probably used to large, fully specified plans. The problem is that in complex delivery.

142

00:24:16.340 --> 00:24:35.179

Gabrielle Beran: those plans will be wrong in important ways. So how do we learn what's wrong with them safely and quickly while we're delivering? And I'm sure Inna will build on this. But I

want to focus on things you could maybe start doing even today. So, the author, Aaron Dignan, has this amazing quote. He says, teams need to do radical things

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00:24:35.180 --> 00:24:36.940

Gabrielle Beran: At a non-radical scale.

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00:24:36.950 --> 00:24:40.709

Gabrielle Beran: Rather than doing non-radical things at a radical scale.

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00:24:40.740 --> 00:24:46.739

Gabrielle Beran: And so the idea, or the framework that I'd like to introduce you all to, is the idea of the Trojan mouse.

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00:24:47.040 --> 00:24:53.910

Gabrielle Beran: This is something that Jackie Mahendra, an author, writes about in an SSIR article that I'll pop in the chat, called Wheeling in the Trojan Mice.

147

00:24:54.030 --> 00:25:03.629

Gabrielle Beran: They're ideas that are so small, maybe no one notices them, and if they fail, great. But they build confidence, they give quick results, they allow us to learn in a safe way.

148

00:25:03.880 --> 00:25:17.319

Gabrielle Beran: So, we're shrinking that unit of change. Instead of asking, how do we redesign this entire program, we could ask, what's one design... well, sorry, what's one assumption in this design we can test this week? Or what's one small change we could try without formal approval?

149

00:25:17.380 --> 00:25:27.999

Gabrielle Beran: Or how... what can we do that's reversible if it just doesn't work? Now, if that even feels too big, and you just want to start, and start working differently for climate,

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00:25:28.090 --> 00:25:29.440

Gabrielle Beran: implementation.

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00:25:29.600 --> 00:25:47.970

Gabrielle Beran: You can make experiments that are almost invisible. I mean, I suggest to you something like, I'm going to talk to one new person in a new department every day this week, and see what I can learn about what they're doing, and where that might intersect with the work that I'm trying to do. Because as we know, climate action, it crosses all the departments in a government.

152

00:25:48.230 --> 00:26:04.730

Gabrielle Beran: Or, even if that's too scary, maybe I'm going to change my email signature to something that encourages people to give me a call if they want to discuss something, so we can reduce the amount of time it takes to solve small problems. And I guarantee you'll learn something about, you know, maybe what their dog's been up to, or what else is going on.

153

00:26:04.760 --> 00:26:15.129

Gabrielle Beran: So we're going for things that are small enough to be safe, but structured enough that we generate learning. So we're not doing it for the sake of it, we're doing it so we can learn something. And that can be how transformation starts.

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00:26:15.230 --> 00:26:21.519

Gabrielle Beran: In terms of my own work, we use Trojan mice a lot, particularly when we're working with government and community actors together.

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00:26:21.520 --> 00:26:38.440

Gabrielle Beran: We did this with the City of Melbourne and building community resilience to climate impacts, where community members and local government actors built up these very small experiments to start trust with each other. We saw a real increase in personal agency and collective responsibility, and it started to strengthen some of those relationships.

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00:26:38.480 --> 00:26:56.810

Gabrielle Beran: If none of that makes sense, the way I would say it to you is, if you want to start jogging, you don't go out and run a marathon. You start walking briskly first, like the Couch to 5K program in the NHS, and start from there, and no one needs to know that you didn't quite make the marathon this time.

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00:27:00.060 --> 00:27:09.920

Oliver Matikainen: I love this, such a good phrase, like, doing things that are radical things at a non-radical scale. And then Trojan mice as well, it's just... it's a nice phrase, you can almost imagine it.

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00:27:10.790 --> 00:27:15.280

Oliver Matikainen: M... Ina, I want to turn to you next, because

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00:27:15.460 --> 00:27:30.659

Oliver Matikainen: when you start doing things at a non-radical scale, you might start small. You figure out that this is actually going quite well, this is something that could be scaled up. How can public servants strengthen decision making? Sorry, how can cities turn small-scale experiments

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00:27:31.000 --> 00:27:33.930

Oliver Matikainen: Into real progress and scaling when it's right.

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00:27:35.700 --> 00:27:43.320

Inna Chilik: Yeah, great question, and I want to highlight again and again on what Gabrielle was talking about, that

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00:27:43.730 --> 00:27:52.359

Inna Chilik: Well, sometimes we might have a brilliant plan, but it also usually has quite a lot of assumptions that we put in.

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00:27:52.430 --> 00:28:10.129

Inna Chilik: And as we go further, we realize that some of those assumptions might be completely false, which makes our plan completely useless. But we're so attached to the plan that we keep pushing through, although it doesn't make any sense, and we use... and we lose

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00:28:10.130 --> 00:28:18.040

Inna Chilik: trust with the stakeholders that we work with. We lose confidence in the project, and generally, it's just...

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00:28:18.090 --> 00:28:22.519

Inna Chilik: loss of resources and time. So,

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00:28:22.720 --> 00:28:33.120

Inna Chilik: yeah, however hard it is, kill your darlings, right? And it's really important to be in that space of letting go of the attachments to the initial plans.

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00:28:33.140 --> 00:28:47.769

Inna Chilik: And I want to just highlight that the work that we do with the Net Zero Cities, specifically within the Pilot Cities program, is exactly that. We support cities to create small pilots.

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00:28:47.970 --> 00:29:07.030

Inna Chilik: based on the needs that they have identified that they have... they have themselves in their cities. And from there, we run a serious kind of learning discoveries, so to say, together, right? So, they're going through that learning journey by themselves.

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00:29:07.350 --> 00:29:17.670

Inna Chilik: But we periodically come together to question, are we moving in the right direction? Is that ambitious plan that we have created for ourselves

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00:29:17.670 --> 00:29:38.899

Inna Chilik: Are we actually getting closer to there? Or maybe that plan actually is not relevant anymore, and we have to divert our attention to something else. And creating that flexibility for change and allowing the new information to impact the decision making is absolutely crucial and important.

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00:29:38.900 --> 00:29:58.469

Inna Chilik: We're going to talk a little bit more about building trust within municipalities themselves and with other departments later on, but what I also want to highlight is that the feedback that we receive from the cities that we work with in this approach is that

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00:29:58.470 --> 00:30:11.560

Inna Chilik: Basically, the pilots that they are working with are not just strong implementation tools for them, but they are powerful learning instruments, right? To highlight again what Gabrielle mentioned.

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00:30:11.660 --> 00:30:18.419

Inna Chilik: And what they, kind of used them, they used the pilots to expose

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00:30:18.460 --> 00:30:37.809

Inna Chilik: policy contradictions that they might see on different levels. Identify institutional blind spots, and uncover missing capacities. And those are really crucial and important, as I've mentioned already, and I was talking about the leverage points, right?

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00:30:37.840 --> 00:30:46.260

Inna Chilik: they are enablers for transformation to happen. So sometimes we might not get to the reduction of the numbers.

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00:30:46.260 --> 00:30:59.270

Inna Chilik: That we wish at the start, but at the same time, it enables us to make the changes to the system at the level that can, shift the directionality of,

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00:30:59.270 --> 00:31:07.120

Inna Chilik: Actions moving forwards, and show us, where are our blind spots and what do we actually need to work.

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00:31:07.400 --> 00:31:16.240

Inna Chilik: So it's a different kind of win, unexpected win, that comes, with following that journey.

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00:31:17.940 --> 00:31:33.469

Oliver Matikainen: Thank you so much, Ina. I noticed in the beginning when you said that the cities identify their own pilots and where they want to... where they want to work. There's one area that's often seen as a purely administrative function, which is public procurement.

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00:31:33.770 --> 00:31:46.749

Oliver Matikainen: But procurement can also shape real outcomes. So, Emma, if I can ask this question to you, how can government use procurement more strategically to support climate delivery?

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00:31:48.350 --> 00:31:53.900

Emma Lecavalier: I mean, the short answer is, how can't they? I think this is really one of those hugely

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00:31:53.930 --> 00:32:13.470

Emma Lecavalier: unappreciated levers. It's the bus of the policy, you know, toolkit here. But public procurement is, you know, between 13 and 20% of global GDP, 15% of global emissions. In the EU, 11% of EU emissions come from the public procurement

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00:32:13.470 --> 00:32:25.970

Emma Lecavalier: of buildings and construction. Like, that alone is... shows the huge scale that governments have to shift markets, if they can think about applying their spending more innovatively.

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00:32:26.360 --> 00:32:33.620

Emma Lecavalier: And thankfully, many are. We see really fantastic examples across the research we've been doing over the last year at Oxfam.

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00:32:33.860 --> 00:32:51.450

Emma Lecavalier: So, from the national, we see in the U.S, since 2011, something within the General Services Administration, it's been called the Green Proving Ground, and this is a kind of research and innovation plus procurement effort in which they invest for two years in trying to take technologies

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00:32:51.450 --> 00:32:54.419

Emma Lecavalier: From pre-commercial scale to commercial scale.

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00:32:54.420 --> 00:33:09.489

Emma Lecavalier: And then at the end of those two years, they review, assess, and then consider deploying through their procurement. And they've done this with about 110 technologies, they have 25 new technologies that they've adopted, rolled out across the entire real estate of the U.S.

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00:33:09.490 --> 00:33:23.320

Emma Lecavalier: And we see that they've estimated 116,000 tons of CO2 per year, and a savings of \$28 million per year through that. So, that upfront investment, that risk that they take to kind of back

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00:33:23.370 --> 00:33:26.699

Emma Lecavalier: These technologies that aren't quite at scale is really paying off.

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00:33:27.710 --> 00:33:38.049

Emma Lecavalier: But we also see that across levels of government, there's a potential for a lot of synergies and learning. So in Canada, there's been a lot of effort around green cement.

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00:33:38.210 --> 00:33:46.950

Emma Lecavalier: And what we heard in speaking with the federal government was that a lot of the work that they've done collaborating better with industry, engaging better with the market.

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00:33:46.950 --> 00:34:08.800

Emma Lecavalier: has helped them to specify better in their procurement. So, a big fear that procurement officials have is that failed tenders. Going to the market, spending that effort, going out there, and then wasting your time because nobody can provide the service you want. So that collaboration really yielded a much more, sort of, viable procurement when it came time to saying, we want something greener.

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00:34:08.850 --> 00:34:21.909

Emma Lecavalier: But then they also found a technical specification scales really well, and cities suddenly were like, thank you for developing that, now we have something off the shelf. So one person starting also really diffused into other parts of the country and other levels of government.

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00:34:22.469 --> 00:34:42.250

Emma Lecavalier: And then a final example is the city of Oslo, which has done some phenomenal work on decarbonizing the emissions from construction sites themselves. So not the embodied emissions, but, you know, the heavy machinery that's in their city. And they saw the benefit of this, not just for emissions reductions, but for community well-being. They said.

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00:34:42.250 --> 00:34:51.280

Emma Lecavalier: We're in a very urban environment, there's a lot of pollution that comes with this, and noise, and just, like, general well-being in the city is going to be improved if we think about shifting away from diesel vehicles.

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00:34:51.489 --> 00:34:59.910

Emma Lecavalier: But they took this kind of whole-of-procurement approach, because they said, we're gonna start specifying for zero-emission vehicles.

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00:34:59.910 --> 00:35:17.499

Emma Lecavalier: But we're also going to provide subsidies to encourage and to provide, you know, support so that you can meet those needs. There was a lot of collaboration with the market, a lot of advocacy to higher levels of government. They ended up going to the national government to get the law changed so they could start specifying, so they've been really champions in this.

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00:35:17.500 --> 00:35:27.819

Emma Lecavalier: In this, way. And again, it's really paid off. Now, 85% of all, machinery on construction sites in Oslo are zero emission.

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00:35:27.820 --> 00:35:39.490

Emma Lecavalier: They're shifting towards requiring zero-emission construction sites now across the city. They've scaled this so much that regulation's kind of the last piece here. They didn't start by regulating the market, they started by

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00:35:39.510 --> 00:35:50.379

Emma Lecavalier: Demonstrating through their own example what's possible, building that market, building that capacity, and now it's fairly easy to kind of transition to that next phase with a lot less backlash and a lot more buy-in.

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00:35:52.190 --> 00:36:03.660

Oliver Matikainen: Amazing. Thank you so much for those examples, Emma. And before I respond, just a reminder to everybody, you can submit questions to our fantastic panelists in the Q&A function at the bottom of your screen.

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00:36:03.930 --> 00:36:09.869

Oliver Matikainen: So, if you have any questions, please pop them in there, we'll get to them in the Q&A that will start in just a moment.

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00:36:10.130 --> 00:36:25.259

Oliver Matikainen: One thing I really enjoyed here was that you, the example from Oslo, where you can see movement from different directions at the same time, that type of thing obviously builds on relationship and collaboration, so Gabriel, in...

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00:36:25.390 --> 00:36:27.870

Oliver Matikainen: Your experience, and from your perspective.

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00:36:28.100 --> 00:36:36.949

Oliver Matikainen: What role do relationships and collaboration play in delivering on climate commitments, and how can public servants strengthen them in practice?

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00:36:37.200 --> 00:36:37.720

Gabrielle Beran: Hmm.

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00:36:38.500 --> 00:36:44.110

Gabrielle Beran: Thanks, Oliver. I mean, this... inspired by Emma's straightforward answer. My straightforward answer is...

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00:36:44.550 --> 00:36:55.239

Gabrielle Beran: they are the thing that we haven't cracked on climate delivery. There's incredible technological advancements, there's amazing, frameworks you can use, as I'm sure so many people on this call are aware of.

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00:36:55.240 --> 00:37:06.290

Gabrielle Beran: But the relationships we are still seeing as additional and extra, and I think Ina is going to talk about some of her experience in this as well, but maybe I just want to make two points here, and the first one is actually about political alignment.

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00:37:07.960 --> 00:37:17.279

Gabrielle Beran: I was so surprised when I started working in climate all those years ago that... and kind of assumed that there was buy-in if there was a target, right? There's a target, well, everyone must be behind this, right?

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00:37:17.440 --> 00:37:40.359

Gabrielle Beran: political will, in all its forms, is still the biggest barrier we see when we work with governments on climate action implementation. Now, that can be big P political, of course, we don't all need to be reminded of that, but it's also the political economy of your organization's departments. It really pays to understand the incentives which is driving people's work and the level of investment, and by that I mean financial, and interestingly, emotional investment.

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00:37:40.360 --> 00:37:42.620

Gabrielle Beran: That is brought to support these targets.

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00:37:42.620 --> 00:37:43.980

Gabrielle Beran: So, peep...

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00:37:44.080 --> 00:38:03.810

Gabrielle Beran: practical, questions you can ask are things like, well, what are teams being measured on? What are the different pressures that they're facing across the delivery system, and how do these align or conflict with climate goals? Emma showed us, just for now about the emissions of construction, and that's perfect, because the example I want to use is something we found in one of our projects.

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00:38:04.500 --> 00:38:21.950

Gabrielle Beran: where the team's objective was to reduce embodied carbon, and using adaptive reuse of buildings is a really great way to do that. Now, that's come up against the housing department's pressures, which is to deliver large numbers of units as quickly as possible. And demolition a new build in a lot of environments is the faster way.

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00:38:22.070 --> 00:38:34.089

Gabrielle Beran: to do that. So you're getting a structural tension in one city government between the incentives point... because the incentives point in different directions, and so there is a need to sort of deliberately collaborate. So in terms of

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00:38:34.120 --> 00:38:52.269

Gabrielle Beran: ideas, taking a moment to understand what's happening across the system, bringing stakeholders on board early, inclusively, and patiently, even when it's hard. The kinds of tools you can use here are things like stakeholder maps that include incentives, and where possible, designing approaches that work with incentives, not against them.

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00:38:52.840 --> 00:38:56.609

Gabrielle Beran: And building coalitions, of course.

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00:38:56.610 --> 00:39:13.290

Gabrielle Beran: I think the final point I always want to make is relationships are not a nice-to-have. They are a core delivery infrastructure, and I'd really encourage people to think of them in that way. Climate delivery requires people to change how they work, and to take risks, like I mentioned before, and to collaborate across boundaries that maybe

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00:39:13.290 --> 00:39:14.720

Gabrielle Beran: They're not used to crossing.

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00:39:14.930 --> 00:39:34.589

Gabrielle Beran: And people don't do these things well because they're told to. They do them because there's trust there, and in practice, people are far more likely to take a risk for someone who understands their constraints and is working with them. I encourage you all to sort of think of your own teams, and maybe bring to mind someone you'd be quite likely to take a risk for at work.

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00:39:35.000 --> 00:39:46.280

Gabrielle Beran: It's probably not the random person in the office who always leaves their dirty dishes in the sink, it's probably someone who listens to you, makes you feel understood, and tries to find common ground with you.

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00:39:46.360 --> 00:40:06.000

Gabrielle Beran: These things are seen as immensely simple, and yet we're now investing time and energy in them. For example, I'm working on a program with Bloomberg and the London School of Economics and with European city leaders, and a huge part of this work is creating the conditions for people to simply be together and work together and rely on each other and have fun.

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00:40:06.000 --> 00:40:13.649

Gabrielle Beran: And you are allowed to have fun when you do climate work. Climate work is hard, joy is essential, so it sort of,

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00:40:13.910 --> 00:40:18.619

Gabrielle Beran: you're allowed to do that, but relationships are so essential, and I wish we valued them more.

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00:40:21.240 --> 00:40:28.340

Oliver Matikainen: Thanks for that. Shout out to relationships, Gabriel. I saw some hard reactions as well, other people resonating with that point.

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00:40:28.510 --> 00:40:33.830

Oliver Matikainen: I found it interesting what you mentioned when different departments have to work together. Sometimes it's...

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00:40:33.950 --> 00:40:38.430

Oliver Matikainen: There's a very clear alignment, sometimes there's a structural tension, as you phrased it.

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00:40:38.650 --> 00:40:46.140

Oliver Matikainen: Ina, if I can turn to you, how can public servants strengthen decision-making beyond their own organization or department?

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00:40:48.210 --> 00:41:00.489

Inna Chilik: Yeah, that's such a crucial topic, because this is what we keep hearing from the cities, the siloed effect that they have, like, doing the work in climate and environment departments.

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00:41:00.490 --> 00:41:15.710

Inna Chilik: and kind of trying to fight, almost, with other departments for basically getting attention and resources to that. It sometimes, seems that everybody, every department has their own agenda.

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00:41:15.710 --> 00:41:23.680

Inna Chilik: And it's almost like everybody's pooling it in different directions, so creating that internal coherence.

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00:41:23.730 --> 00:41:35.779

Inna Chilik: is so important and cannot be underestimated in terms of the investment of time and building those relationships, right? Like, even public procurement. It's not...

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00:41:35.780 --> 00:41:50.229

Inna Chilik: just the climate department, who's part of a process like that. We need to create alignment with the finance and budgeting and other departments as well. So it really requires many different pieces

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00:41:50.230 --> 00:42:02.789

Inna Chilik: within the same, organizational structure, or city structure, to work together. Or urban planning, and, and, and, and, like, mobility and everything. So, like, it really...

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00:42:03.260 --> 00:42:20.950

Inna Chilik: Yeah, building relationships and building allyships is... is an absolute must. And coming back to that first question... the second question that we were talking about, the piloting, this is what we notice, where most innovation in cities happens, is where they take small projects.

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00:42:21.100 --> 00:42:27.890

Inna Chilik: which have to kind of, embark different departments in. They created little pilots

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00:42:28.070 --> 00:42:40.109

Inna Chilik: Build the relationships that are needed with other departments within the city, create a good case study, and then they can, basically

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00:42:40.110 --> 00:42:50.950

Inna Chilik: use those relationships that have been built within the pilot to scale up. So that's... that's one level which, like, is a starting point for any climate initiative within a city.

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00:42:51.030 --> 00:43:00.189

Inna Chilik: Another layer is, and barrier that we see a lot within the climate work, is the multi-level governance, right? So we have cities

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00:43:00.190 --> 00:43:12.839

Inna Chilik: cooperates within their own jurisdiction, but they're also part of regional governments, but they're also part of national governments, and in Europe, we also have a European level as well. And what we notice that

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00:43:12.840 --> 00:43:20.499

Inna Chilik: Sometimes, on different... of different levels of that governance. There are contradictory policies as well.

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00:43:20.610 --> 00:43:33.349

Inna Chilik: There are contradictory focuses and priorities as well. So, like, how to navigate that multi-level governance structures in a way that you can

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00:43:33.610 --> 00:43:38.780

Inna Chilik: Move forward with the climate environment work.

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00:43:38.780 --> 00:43:56.520

Inna Chilik: But not be completely overshadowed by other priorities that might be happening. And that's a tricky one, there's no answer to that, no uneasy answer. It's something that each city or each government has to figure out, but again, kind of coming back to building relationships.

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00:43:56.520 --> 00:43:59.759

Inna Chilik: Is... is... is an absolutely crucial point.

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00:43:59.860 --> 00:44:02.380

Inna Chilik: And the last point that I wanted to make.

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00:44:03.010 --> 00:44:10.560

Inna Chilik: Also coming back to, what Emma was bringing in terms of Oslo is a good case study and a good example.

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00:44:10.850 --> 00:44:18.260

Inna Chilik: There's so many good practices out there. So, building relationship with other cities.

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00:44:18.520 --> 00:44:22.589

Inna Chilik: And engaging in peer-to-peer learning spaces.

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00:44:22.910 --> 00:44:28.490

Inna Chilik: for us, within the Nether cities, we realized that that's the biggest

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00:44:28.500 --> 00:44:44.299

Inna Chilik: kind of boost for transformation and climate work within the cities. And I'm really proud and very happy, because this is embedded in the design of the program that we have. So, every half the year, we come together with over 100 cities.

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00:44:44.300 --> 00:44:50.900

Inna Chilik: Sharing what the cities are learning, what challenges that they're facing.

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00:44:50.900 --> 00:45:07.540

Inna Chilik: Discussing which of these challenges are systemic ones, and maybe needs approach on different level. Sharing some good practices in terms of approaching more localized ones, sharing good case studies.

255

00:45:07.540 --> 00:45:24.899

Inna Chilik: but also realizing that you cannot just copy-paste good solution from another city. You really have to look at the context that you're in, and twist and turn and tweak it in a way that it's working within your own kind of environments.

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00:45:25.120 --> 00:45:32.480

Inna Chilik: There's so many group practices out there, and coming together, and sharing and building with each other.

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00:45:32.560 --> 00:45:57.510

Inna Chilik: is definitely a huge acceleration for this work, and strongly recommend for you. If you don't have... if you're not part of a group like that, but it seems like you're here, so you're part of the political network, which is already a good start, look out for more collaborations that you can have, and spaces to learn from other cities and other regions.

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00:45:57.510 --> 00:46:00.889

Inna Chilik: and other governments, in this regards.

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00:46:02.530 --> 00:46:09.860

Oliver Matikainen: Thank you so much, Ina, and I think that's a... you touched on a fundamental truth, that when you navigate this type of complexity, there's no one answer.

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00:46:09.900 --> 00:46:21.979

Oliver Matikainen: But there are lots of different answers out there, and by learning from each other, you might get inspiration, find approaches that you can adapt to your own context. And, speaking of the value of

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00:46:21.980 --> 00:46:36.900

Oliver Matikainen: community learning and getting together with peers. I want to remind you that the energy and climate community is there for all of you attendees as well. You can check it in

the resource tab at the bottom of the page, and you are more than welcome to join. We would love to see you there.

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00:46:37.750 --> 00:46:45.530

Oliver Matikainen: Thanks so much for that brilliant panel. To all of you in the audience, remember to keep sharing any questions you have for today's speakers.

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00:46:45.690 --> 00:47:00.939

Oliver Matikainen: We already do have a lot of questions, both pre-submitted and here in the Zoom Q&A. To ensure your question gets seen and not lost in the chat, please do submit it in the Q&A function in the bottom, rather than the chat. You should see it here at the bottom of your screen.

264

00:47:01.490 --> 00:47:08.649

Oliver Matikainen: So, I'm gonna go on to one of the questions that was asked here in the Q&A today. This one is for you, Gabriel.

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00:47:09.110 --> 00:47:23.880

Oliver Matikainen: We have a question from an anonymous attendee here that asks... it says, I appreciate failing is important. How do you balance that against public or political pressure that doesn't always really allow for failure?

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00:47:26.020 --> 00:47:31.439

Gabrielle Beran: The million dollar question. No, I would start by saying, failure's already happening.

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00:47:31.960 --> 00:47:38.550

Gabrielle Beran: And particularly in climate, my goodness, is it happening. If we see it, the targets are not meeting them as a form of failure.

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00:47:39.100 --> 00:47:51.830

Gabrielle Beran: However, I know from my own work experience, using that argument with public sector leaders is not especially compelling and does not get you on side, particularly when you remind them, for example, the costs of an action.

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00:47:53.180 --> 00:47:56.659

Gabrielle Beran: So what I would really recommend And this is,

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00:47:57.030 --> 00:48:01.759

Gabrielle Beran: part of what's in the link I popped in the chat about failing forward, and part of this learning mindset.

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00:48:02.600 --> 00:48:05.809

Gabrielle Beran: Reduce the size of your failure and do it early.

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00:48:06.500 --> 00:48:11.149

Gabrielle Beran: And that means it's less likely to surface, maybe even beyond your team.

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00:48:11.520 --> 00:48:15.529

Gabrielle Beran: That's one side. So, fail fast, fail early, fail small.

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00:48:16.390 --> 00:48:21.870

Gabrielle Beran: The other thing is, maybe failure's not the right word to use in your team. It's learning. That's all it is.

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00:48:22.010 --> 00:48:35.379

Gabrielle Beran: Think about, I'm sure a lot of you know small children who've learned to walk. They get up, they toddle a few steps, they fall over. We don't all go, oh, you failed! Ugh! We go, hey, that was great, give it, try it again.

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00:48:35.540 --> 00:48:37.510

Gabrielle Beran: And I think we're so quick

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00:48:37.760 --> 00:48:47.000

Gabrielle Beran: To create cultures of fear, and what I really recognise, and I certainly felt this myself when I was a civil servant, was that has to come from above.

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00:48:47.060 --> 00:48:58.440

Gabrielle Beran: a culture of safety to experiment and learn has to come from above. You can nurture it from below. Any of you with management responsibilities, line management responsibilities, you can start nurturing that literally today.

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00:48:58.960 --> 00:48:59.910

Gabrielle Beran: M...

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00:49:00.450 --> 00:49:07.060

Gabrielle Beran: The other thing I would advise, and we see this done really well, there's a lot of innovation support programs around the world,

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00:49:07.080 --> 00:49:27.080

Gabrielle Beran: innovation, this idea of piloting and prototyping, like Inna spoke about, and other methods, trying things and getting them a little bit wrong and trying again is built into that. And so, if you're in an organization and you feel like, gosh, we really don't have the mindsets to be flexible, or creative, or build relationships, or try things and learn.

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00:49:27.080 --> 00:49:37.539

Gabrielle Beran: There's a multitude of innovation programs that are available to cities. Bloomberg does a lot of them. I know it's been part of the Net Zero Cities work. So seek out spaces where innovation

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00:49:37.590 --> 00:49:43.149

Gabrielle Beran: Can become the buzzword, innovation and learning. And we don't need to ever talk about failure ever again.

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00:49:45.740 --> 00:49:54.150

Oliver Matikainen: Thanks so much, Gabriel. Never talking about failure. I'm sure many people would be happy with that, and phrasing it as learning is also a... it sounds a bit more encouraging, maybe.

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00:49:55.180 --> 00:50:02.129

Oliver Matikainen: We have another question here, or actually two questions, that are similar, both from the pre-submitted questions and one here live on the day.

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00:50:02.340 --> 00:50:06.360

Oliver Matikainen: M... Emma, I'm gonna address this question to you.

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00:50:07.180 --> 00:50:11.629

Oliver Matikainen: There's so many different climate priorities out there competing for attention.

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00:50:12.060 --> 00:50:25.940

Oliver Matikainen: which targets would you prioritize, and how would you go about achieving them? I guess that's a very big question. But with so many different priorities out there, what targets would you prioritize, and how would you make that decision?

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00:50:28.000 --> 00:50:36.729

Emma Lecavalier: I think the key is to recognize the ways in which those are actually really interconnected. I think we, you know, the Earth system is interconnected.

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00:50:36.730 --> 00:50:52.530

Emma Lecavalier: But also, it's very artificial in practice to think about a difference between resilience and adaptation and mitigation. And often, particularly now as we're bringing the conversation on nature into the space, we're seeing

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00:50:52.780 --> 00:51:00.310

Emma Lecavalier: You know, of course there's tensions, of course there can be tensions between these different priorities, but there's often so many synergies that are not being...

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00:51:00.560 --> 00:51:02.590

Emma Lecavalier: Captured or appreciated.

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00:51:02.800 --> 00:51:16.120

Emma Lecavalier: And in the same way that we see siloed teams, you can kind of see siloed teams emerging from those targets, and I think having a much better integrated climate, environment, nature strategy is a great start.

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00:51:16.240 --> 00:51:34.279

Emma Lecavalier: But I think in simple terms, day-to-day, focusing on the co-benefits piece is really, really important, and has a long track record of showing success, particularly in local governments. You know, it's much more... to the point about failure, it's not failure if you can also say, maybe we didn't meet the emissions reductions targets.

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00:51:34.280 --> 00:51:52.870

Emma Lecavalier: But we're finding other ways to also measure success, because we can see success as plural here. We can see that maybe we didn't get as many wind turbines, but we also saw the cost of energy come down. Maybe we didn't meet our emissions reduction target, but we saw air pollution improve significantly in the city. So thinking

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00:51:52.870 --> 00:52:12.100

Emma Lecavalier: About the multiple benefits of these actions, and honestly, in the kind of political environment that we have right now, sometimes that means, and what we're seeing a lot, is a bit of green hushing, is a bit of, you know, presenting or foregrounding the social concerns or economic concerns, first and foremost.

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00:52:12.100 --> 00:52:18.050

Emma Lecavalier: But sort of, you know, mainstreaming those objectives around climate into those. So...

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00:52:18.060 --> 00:52:27.410

Emma Lecavalier: I think that would be my recommendation, is not to think of them as all in isolation and competing, but actually to try to really tease out how you can do more with your delivery.

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00:52:28.900 --> 00:52:30.279

Oliver Matikainen: Thank you so much, Emma.

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00:52:30.770 --> 00:52:34.840

Oliver Matikainen: And we have a final question here, this one's for you, Inna.

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00:52:35.580 --> 00:52:41.360

Oliver Matikainen: What do you do when colleagues don't see climate delivery as part of their role or priority?

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00:52:41.730 --> 00:52:45.339

Oliver Matikainen: How can you deal with that? What would you... what would you tell such colleagues?

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00:52:46.170 --> 00:52:51.210

Inna Chilik: Yeah, that's a very tricky one, but I wanna, maybe,

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00:52:51.990 --> 00:53:07.139

Inna Chilik: expand on what Gabrielle was talking about in terms of co-benefits. And that's the thing, when we talk about the climate, of course, we carry the flag of climate, and at the same time, what we're actually trying to achieve is

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00:53:07.140 --> 00:53:25.560

Inna Chilik: to create conditions for a better, more inclusive, more beautiful, more just, more friendly future for us all, right? And that is something that we can all kind of connect to and relate to.

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00:53:25.620 --> 00:53:33.509

Inna Chilik: So, maybe climate wording and climate jargon is not necessarily the entry points.

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00:53:33.510 --> 00:53:55.809

Inna Chilik: into conversation with that specific colleague that you might have. But understanding what are your other colleagues' passions and desires and visions for the future is a good starting point. And it's a good way, again, what Gabrielle was talking about, the relationality and relationships and building those connections

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00:53:55.890 --> 00:54:01.999

Inna Chilik: Is, in a lot of cases, that enabling factor that we need to progress the climate work.

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00:54:02.270 --> 00:54:07.070

Inna Chilik: I can talk more about that, but I think I'll stop here for now.

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00:54:07.820 --> 00:54:21.829

Oliver Matikainen: No, it's such a good point, you know, and, and, like it was, like Petra pointed out in the chat, it also ties back to, to your previous point, Emma, about focusing on... on co-benefits. Yeah. Maybe green hush... green hushing, when that's the...

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00:54:21.830 --> 00:54:28.830

Oliver Matikainen: The relevant thing to do, and then understanding what matters to other people, so you can really start pulling in the same direction.

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00:54:29.410 --> 00:54:30.830

Oliver Matikainen: Amazing.

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00:54:30.830 --> 00:54:38.500

Inna Chilik: if I may add, we see that with the cities as well, and they kind of tell us that, like, when they work with the citizens.

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00:54:38.570 --> 00:55:03.339

Inna Chilik: Just greenhouse gas emission reduction doesn't mean anything to irregular citizens, but if you mention that, well, the air quality will be improved, or it will be easier for you to move through your city, or there will be more green spaces for your children to play around, or there will be, yeah, better water retention in the green spaces, a better

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00:55:03.340 --> 00:55:05.580

Inna Chilik: Diversity, or anything else.

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00:55:05.600 --> 00:55:16.019

Inna Chilik: that talks to people. So, talking more about the co-benefits rather than specifically greenhouse gas emission targets is a way to go.

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00:55:17.520 --> 00:55:21.769

Oliver Matikainen: Thank you so much for adding that in. I think that's a really, really great point to end on.

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00:55:21.860 --> 00:55:40.070

Oliver Matikainen: We've had some incredible wisdom from each of our speakers, and I'd like to ask all of you to join me in giving Gabriel, Ina, and Emma a virtual round of applause. And most importantly, also thanks to you, to all the attendees, for investing your learning and being so engaged in this topic in the Q&A and in the chat.

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00:55:40.980 --> 00:55:51.340

Oliver Matikainen: The team is going to pull up a quick poll now to find out how you felt about today, which will help us continue improving our content, and we really do appreciate your responses.

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00:55:51.910 --> 00:55:59.389

Oliver Matikainen: Before you go, and while you're responding to the poll, I just want to share a few more events that you can register to to join us again soon.

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00:55:59.500 --> 00:56:07.640

Oliver Matikainen: If you're not available to join live, remember that you can always register for the event in order to get the recording, so you can catch up whenever it suits you.

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00:56:08.180 --> 00:56:16.369

Oliver Matikainen: So next Wednesday, we have How to Deal with Conflict at Work, where we'll address managing workplace tensions and improving team relationships.

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00:56:16.560 --> 00:56:24.650

Oliver Matikainen: Next month, we'll look at career progression, with the first in our new Career Moves event series, How to Get Your First Senior Role.

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00:56:24.910 --> 00:56:31.299

Oliver Matikainen: And finally, next month, we also have the Policy Playbook, Delivering Impact in Complex Systems.

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00:56:31.600 --> 00:56:40.899

Oliver Matikainen: Which is a panel with the co-authors of the Policy Playbook on initiating policy change and turning ideas into real impact in complex government systems.

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00:56:41.670 --> 00:56:46.010

Oliver Matikainen: These should appear in the chat now as well, so you can have links to those events.

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00:56:47.540 --> 00:57:04.530

Oliver Matikainen: Alright, that's all we have time for today. Hope you found it helpful, and we want to say a huge thank you to our speakers, to everyone who made today happen, and of course to you, the attendees, for taking time out of your busy calendars to join us at the event today. Do keep an eye out for the email coming your way with today's recording and resources.

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00:57:04.530 --> 00:57:08.930

Oliver Matikainen: And we hope to see you at another apolitical event very soon. Have a great day!