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climate leaders

Climate Leadership Training – Best Practice
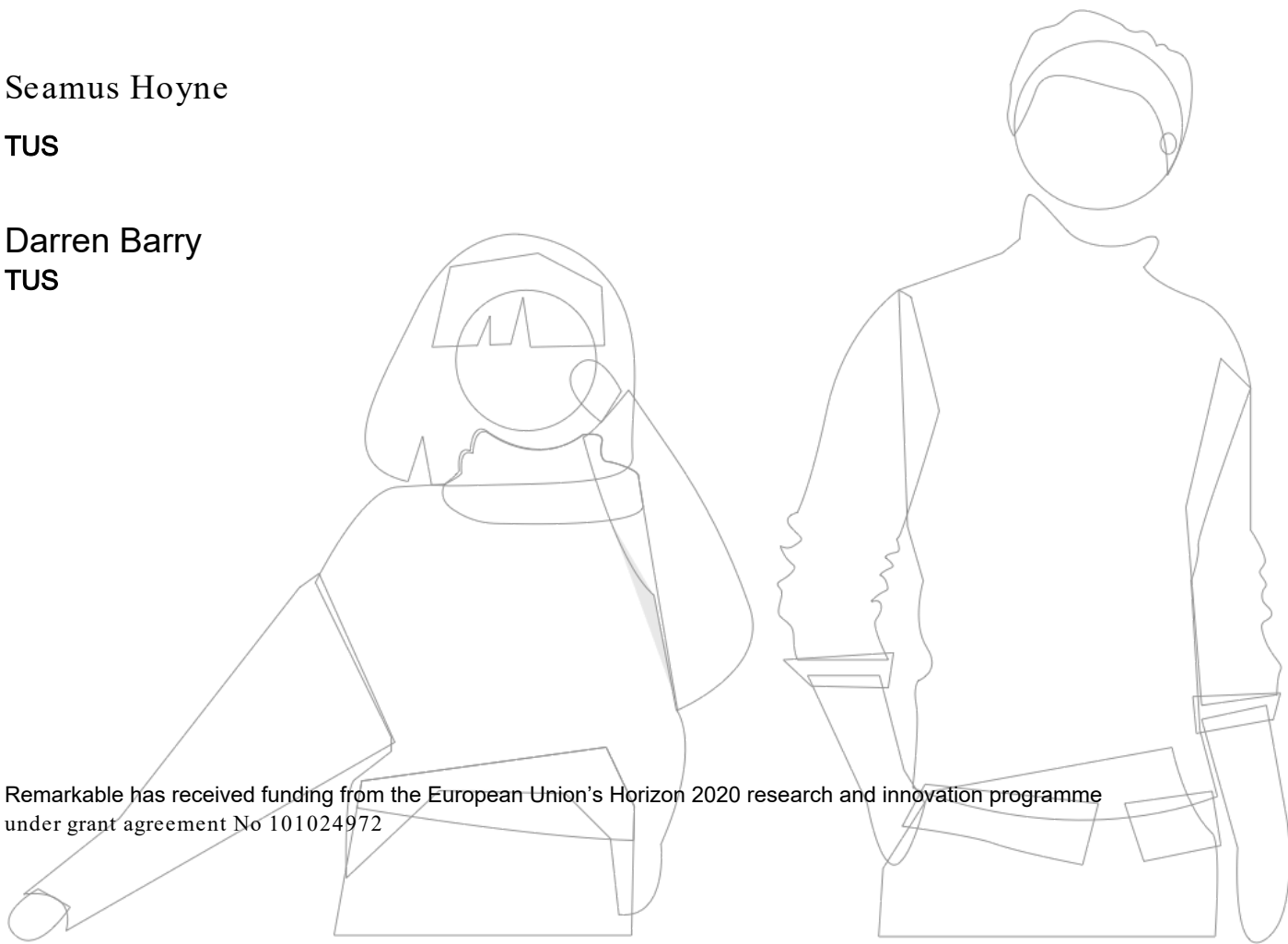
Deliverable No 3.1

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Preface

REMARKABLE will support local leaders to deliver a step-change in progress towards carbon neutrality by 2050 in 7 regions across Europe. REMARKABLE will establish, by 2024, a network of 320 Current and Emerging Climate Leaders who, through their actions and inspiration, will drive their municipalities, pub lic authorities, communities and regions to transform their approaches from ones focused on energy efficiency/renewables to ones focused on the strategic goal of climate neutrality by 2050.

REMARKABLE will build new leadership capacity in 120 actors from 7 countries in Europe through a Climate Leadership Programme (CLP). The CLP will be inspired by ethnographic research and will be designed with and for leaders across public authorities. The REMARKABLE CLP will also facilitate the creation of 60 Roadmaps fo r public authorities aiming at Climate Neutrality by 2050. These Roadmaps will allow our Climate Leaders to translate strategic aspirations and policy ambitions into concrete and disruptive far-reaching measures stimulating €300m investment by 2030. A Clim ate and Energy Check Tool will be developed and tested along with a Climate Neutrality Roadmap Guide.

The 7 Regional Energy Agencies involved in REMARKABLE will develop 14 new services to expand their roles as change agents in the Clean Energy Transition and Climate Neutrality challenges. Climate Neutrality Training, Climate One Stop Shops, Financing Solutions are targeted as potential services. REMARKABLE will exploit its outcomes and results through the creation of an EU Climate Leaders Circle, reaching up to 320 members by 2024 including 30 from 7 Observer Regions/Countries. An innovative Climate Neutrality Challenge will be organised for Young Climate Leaders. The REMARKABLE Circle will create synergies with existing networks and initiatives to support and enhance their impacts with the ambition of mobilising 10,000 stakeholders by 2030 (2,000 by 2024).

Project partners

No	Partner	Short Name	Country Code
1	Technological University of the Shannon: Midlands and Midwest	TUS	IR
2	Regionalna Energetska Agencija Sjeverozapadne Hrvatske	REGEA	SI
3	Energiesparverband Oberosterreich	ESV	AU
4	Inovacijsko-razvojni institut Univerze v Ljubljani	IRI UL	SI
5	Auvergne-Rhone-Alpes Energie Environnement	AURA-EE	FR
6	Energikontor Norr Ab	EKNorr	SE
7	Tipperary Energy Agency Limited	TEA	IR
8	Escan Sl	ESCAN	ES
9	Energetska Agencija Za Podravje Zavod Za Trajnostno Rabo Energije Energy Agency Of Podravje Institution For Sustainable Energy Use	ENERGAP	SI
10	Federation Europeenne Des Agences Et Des Regions Pour L'energie Et L'environnement	FEDARENE	BE

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Executive summary

A search of programmes available nationally and internationally was conducted by TUS. In addition, project partners were requested to identify and recommend programmes from their regions/countries which might be of relevance to REMARKABLE. A limited number of local/regional programmes were identified by partners meeting the needs of the REMARKABLE project and the specific target group.

This report summarises information from a range of programmes tackling the topics of climate, leadership and climate leadership. The Programmes identified and reviewed have been grouped into the following areas

- Training : Shorter programmes focusing on specific topics or at specific target groups. They may be delivered through education/training organisations or through other organisations. In some cases they may carry certification but this is not a priority
- Education : Academic programmes which are normally delivered by education bodies and at varying levels e.g. single modules up to Masters programmes.

The summary information provided identifies the delivery mode, duration and specific target group for the programme but also assesses the relevance to the REMARKABLE proposed Climate Leadership Programme. The programmes were also ranked to consider their applicability and number of programmes have been specifically highlighted which will be used to inform design and content of the REMARKABLE CLP.

Key conclusions emerging from the review of best practice are

- There appears to be a limited number of training programmes that specifically address leadership and climate neutrality, which meet the needs of the REMARKABLE target group i.e. municipalities / local authorities
- There were a wide range of training programme identified, but not highlighted in the report, that cover specific technical training e.g. on mobility, renewable energy systems etc. These are widely available across the REMARKABLE partner regions and can be integrated and utilised as needed to support the CLP
- Those programmes which scored highest in the evaluation, based on REMARKABLE criteria, tended to have a mix of policy, technical, leadership and change management content within them. The programmes of most relevance to REMARKABLE would appear to use delivery methods and approaches which maximise the engagement of the participants and have personal or organisational based assessment or tasks to complete at the end of the programme.
- Interdisciplinarity emerged as a particular theme across a number of programmes and therefore the CLP should seek to ensure that there is a good mix of participants representing different sections within the relevant organisations. A focus purely on technical aspects could mean that the programme will not address e.g. finance or social aspects appropriately.
- There are a wide range of future development pathways which CLP participants could pursue and the Climate Leaders Circle should consider having discussions on further personal and professional development opportunities for participants once they have completed the CLP and joined the circle.

1 Introduction

Climate Leadership is emerging as a topic and focus of a wide range of training and education programmes across Europe and indeed internationally. The development of the REMARKABLE Climate Leadership Programme (CLP) will be informed by views and insights from our Current and Emerging Leaders, our stakeholders e.g. municipalities but al so from best practice and approaches from programmes which are similar in nature and focus.

A review of a range of education and training programmes across Europe was undertaken to identify programmes and activities which could inform and inspire the REMAR KABLE CLP. This report provide a summary of those programmes and concludes with a suite of recommendations on how to structure the CLP programme. These recommendations, when combined with the insights from WP2 (Ethnographic research) will be used to defi ne and finalise the structure, nature and content of the REMARKABLE CLP programme.

2 Climate Leadership Programmes

A search of programmes available nationally and internationally was conducted by TUS. In addition, project partners were requested to identif y and recommend programmes from their regions/countries which might be of relevance to REMARKABLE. It was striking that the partners had a limited number of recommendations and many identified that there were no such programmes in their regions which alig ned with the ambitions and specific needs of REMARKABLE. Furthermore, many commented that the majority of leadership training/education within the Climate space appears to be targeted at industry/business and corporate sector rather than public sector. This was also initialanecdotal evidence from some of the Ethnographic research conducted under WP2.

The following sections provides an insight to a wide variety of programmes tackling the topics of climate, leadership and climate leadership. The Programmes identified and reviewed have been grouped into the following areas

- Training : Shorter programmes focusing on specific topics or at specific target groups. They may be delivered through education/training organisations or through other organisations. In some cases they may carry certification but this is not a priority
- Education : Academic programmes which are normally delivered by education bodies and at varying levels e.g. single modules up to Masters programmes.

Furthermore they have been gro uped into Categories based on the dominant focus of the training content. The categories include

- Climate Change
- Change Management
- Leadership

The programmes are broadly presented in order of relevance to the REMARKABLE CLP based on the following factors

- Target group is relevant to REMARKABLE
- Programme covers leaderships and climate change/action
- Programme can inform CLP programme design

- Potential linkages for CLP participants

2.1 Training programmes

2.1.1 Championing Leadership : Climate Change Training for Local Authorities - Ireland

Category	Climate Change
Provider	TUS
Delivery Method	Blended Learning
Target Group	Local Authorities – Senior Management and Politicians
Duration	½ day training programme, with some pre and post reading material provided
Country	Ireland
Link	https://www.caro.ie/training-events/training/training-course-1

The Local Authority Climate Action Training Programme, in Ireland, has been developed under one of the six unique pillars that serve to underpin the commitments set out in Action 150 of the Irish Climate Action Plan 2019 to strengthen and empower Local Authority climate action leadership and build capacity within the sector to further reinforce the delivery of effective climate action.

Building climate action capacity in the local authorities is acknowledged as being essential to support the leadership role in the fight against climate change and in building resilience to its negative effects. It is centred around equipping all local authority staff and elected members with the right resources to improve understanding, knowledge base and skills to enhance performance and increase capacity to drive effective and positive climate action in the work that they do. Building capacity therefore is an investment in the effectiveness and the future sustainability of local authorities on climate action.

Through four specifically focused modules, this course encourages the target training group to leverage their roles and responsibilities to enable and embed climate action across the diverse range of local authority functions and activities. Participants gain an understanding of climate change science and its regulatory and policy context linking these with a focus on how to champion their leadership role and influence to support and effect positive climate action at both organisational and community levels.

The following modules are covered

- Climate Change: The Physical Basis
- Regulatory and Policy Context: The Role of Local Government Sector
- Championing Leadership
- Connecting with Local Communities

Course Aims/Objectives:

- Increase and supplement knowledge and understanding of climate change science along with the International and National climate regulatory and policy context and its

relevance to the performance of functions of local authorities in the delivery of the national transition objective.

- Encourage greater awareness of the need to integrate climate action as a fundamental aspect of the existing leadership responsibility assumed by participants.
- Develop an understanding of the need to work collaboratively across all functions of the local authority to pursue collective and positive local climate action.
- Equip individuals with the understanding of the opportunities and challenges of integrating climate change considerations into strategic planning, decision making, statutory fun ctions and budgetary processes.
- Outline the fundamentals of working collectively through leadership to influence positive change at organisational and community levels.

Relevance to REMARKABLE - High

This course has a structure and focus which aligns strongly with the ambitions of REMARKABLE. The initial four modules can provide inspiration to the CLP programme but need to be augmented with content focus on Climate Neutrality and conversion of strategy into action.

2.1.2 Climate Innovation Leadership Program

Category	Leadership
Provider	Climate KIC
Delivery Method	Blended with summer school and training groups
Target Group	Masters students to upskill their leadership potential
Duration	
Country	
Link	https://spain.climate-kic.org/news/unete-al-programa-de-liderazgo-en-innovacion-climatica/

The Climate Innovation Leadership Program (CIL) is the evolution of EIT Climate-KIC's MASTER LABEL Program; a program with almost ten years of experience in empowering and empowering a new generation of students to act in the face of climate challenges. The Climate Innovation Leadership Programme combines entrepreneurship competences with multidimensional leadership skills in Europe as a tool to transform our societies in a fair and sustainable way.

1. Personal development: Interdisciplinary and international group coaching sessions. During the programme, participants will be invited to participate in 8 group coaching sessions. The aim is to develop the skills needed to lead a systemic change.

2. Inspiration: provoking lectures and deep learning complementary courses. During the lectures participants have the possibility to virtually meet and network within the EIT Climate-KIC and universities community, whilst being inspired by innovators, entrepreneurs and thought-leaders. The format used is a combination of online inspiring talks or workshops with climate innovators and thought leaders. The topics and speakers are carefully selected to cover climate innovation and/or entrepreneurship. All discussions are followed by an open and

interactive session. Plus, the Complimentary courses aim to provide you with knowledge and tools to become innovators and/or entrepreneurs with an impact on Climate Change. They are provided to all students by the Climate Innovation Leadership partners through the EIT Climate-KIC online learning platform or in person.

3. Experiential learning: To complement the theoretical aspects of the programme, participants are equipped with the right practical tools for systems transformation and community building. They are invited to experiment climate action through a learning by doing approach.

Two types of learning tools will be used:

- The Journey Summer School, which is the world's biggest climate innovation summer school offering transformative learning experiences to graduates and young professionals. Each year, over 300 participants gear up for the world of climate leadership and systems innovation to enable faster transitions.

- Personal challenge-based project. As an individual or in a group, will design, plan, and deliver a personal challenge-based project. The project will be linked to a personal development objectives and will nurture professional orientation.

<u>Relevance to REMARKABLE - High</u>

This programme can provide valuable guidance and the outputs e.g. group or individual project align with the ambition to provide Climate Neutrality Roadmap. As it is challenge based also it aligns with plans for REMARKABLE Challenge event also

2.1.3   Climate Change Leadership

Category	Leadership
Provider	Uppsala University (Sweden)
Delivery Method	Online
Target Group	anyone who wants to take a leading role in tackling climate change. You might work in a small business, an NGO, a university faculty, government or municipality administration - or just be curious.
Duration	5 weeks
Country	EU
Link	https://www.futurelearn.com/courses/climate-leadership

"There are repeated calls for bold climate change leadership and action within politics, business, and both established and grassroots organisations, but what does it really entail? What kind of knowledge and skills define a climate change leader and how can they be learned? What kind of political, cultural and psychological resources are lacking in present initiatives? In this course, we will explore climate change leadership from a broad range of perspectives. We will take stock of the Paris Agreement – the first-ever legally binding global climate deal – and discuss climate justice and pathways to avoid catastrophic climate change. We will examine the social complexity of climate change, and how it may limit the effectiveness of traditional models of leadership within governance, management and development. And we will discuss how to unpack this complexity and identify climate change leadership opportunities in practical, political and personal spheres."

Throughout, you will learn with researchers who approach climate change and leadership from scientific, social and cultural standpoints, giving you the tools for creating change within your own personal and organisational contexts.

Climate change leadership does not only happen in negotiation rooms at international conferences. A central part of the course is therefore to identify, discuss and work with climate change leadership challenges in the participants own context. Participants will create a climate change leadership plan for an organisation or issue that they care about, develop their capacity as a climate change leader and discover ways to deal with climate change that are in proportion to the scale and urgency of the challenge.

Course modules:

- The outcomes of the Paris Agreement and different targets; a historical view on humanity, nature and climate; climate change leadership in your own context.
- Climate justice, carbon budgets, mitigation strategies, adaptation and the deliberate transformations; local climate change leadership.
- Climate change as a set of complex challenges or possibilities for change; setting goals for a world we want to live in; transboundary water management, migration; what technology can and cannot do; and who's responsible for climate change; systems thinking.
- Perspectives on leadership, communication, narratives, skills and psychological barriers to change.
- Civic courage, privilege, people who lead and your own climate change leadership plan.

<u>Relevance to REMARKABLE - High</u>

This course is broader than the REMARKABLE focus areas but can provide inspiration in terms of content provision and also other resources which CLP participants might be interested in pursuing.

2.1.4   Beahrs Environmental Leadership Program

Category	Leadership
Provider	UC Berkeley
Delivery Method	Online and onsite
Target Group	Our participants come from a wide range of environmental and sustainable development agencies and organizations, local to global, who share in common the goal to better understand and support sustainable human-environment interactions.
Duration	3 months
Country	United States
Link	https://beahrselp.berkeley.edu/program/2022-progam

The Beahrs Environmental Leadership Program seeks to strengthen the capacities of new generations of environmental leaders around the world through access to state-of-the-art

knowledge, and opportunities for peer learning, networking, and collaboration on a continuing basis. Beahrs ELP leaders are challenged to meet environmental goals with collaborative and inclusive solutions that also support equity.

Course modules:

- Environmental Policy and Economics
- Climate Change and Global Economy
- Water Resources Management and Policy
- Urban Development
- Energy
- Effective Management of Protected Areas
- Biotechnology and Agriculture
- Corporate Social Responsibility (Business and Environment) ESG, Green Finance
- Green Supply Chains
- Communications
- Project Management
- Collaborative Leadership
- Conflict Resolution
- Impact Evaluation
- Presentation
- Networking
- Marketing

<u>Relevance to REMARKABLE - High</u>

This course covers a wide range of sustainability issues. However it does merge these with leadership topics and also covers areas such as marketing, conflict resolution which may be of value with REMARKABLE CLP

2.1.5   Leadership for Growth

Category	Leadership
Provider	Enterprise Ireland
Delivery Method	three overseas week-long residential modules.
Target Group	CEO/CFOs
Duration	3 week long overseas modules
Country	Ireland
Link	https://www.enterprise-ireland.com/en/funding-supports/company/esetablish-sme-funding/leadership-4-growth-programme.html

Enterprise Ireland's Leadership 4 Growth Programme develops world-class business leaders equipped with the necessary visionary, strategic and innovative capabilities required to scale sustainable companies on the global stage. This is a very targeted programme and designed specifically for the enterprise environment. While the content may not be appropriate the approaches and structure may provide some insights and benefits.

Leadership 4 Growth supports CEO's to:

- Identify their own personal leadership potential and capability through development of leadership style, ambition and confidence.
- Strategically analyse and evaluate their own business to make strategic choices for rapid growth.
- Create a Strategic Growth Action Plan and robust strategic management / deployment framework for rapid growth and sustainability.
- Identify and grow personal leadership with C-Suite and Board to grow a strong effective team to execute and implement step changes arising from the Growth Plan.
- Understand the behaviours required to operate a culture of coaching / learning for continuous transformation and employee engagement.

Each participant is assigned a Business Adviser/Coach who will encourage, challenge and assist them in implementing strategic frameworks and applying core leadership concepts to their companies.

Course modules: Dynamic Business Strategy, High Performance Leadership, Sustainable Growth

Relevance to REMARKABLE - Low

Course design approaches may be of benefit but ultimately this is highly focused on enterprise leadership

2.1.6 Leadership for sustainable change

Category	Leadership
Provider	University of Helsinki
Delivery Method	MOOC (free, online)
Target Group	Anyone interested, students and managers
Duration	3 months
Country	Finland
Link	https://mooc.helsinki.fi/course/info.php?id=115

'Leadership for sustainable change' is a course about sustainable world and how to get there. First, the course provides background material that needed to understand sustainability. Things like natural resources, environmental cycles, and the changing climate system. Then it discusses the different principles of sustainability, including scientific and practical applications, such as the circular economy. The second part of the course concentrates on transformation theories and leadership practices. These leadership practices shouldn't be thought of as some personal heroic achievement, but rather understood relationally. In other words, leadership is an influence process through which social order and change emerges. Real-world case studies are used to provide much needed context to understand the sustainability challenges. The final part of the course revolves around the learning, thinking, and philosophy of sustainability. Reflect upon the transformative nature of the learning process as a whole, while exploring the different theories and tools of learning and practicing sustainability. After going through the course content, there is a group project to complete.

Course modules:

- Challenges of sustainability

- Leading societal transition
- Becoming a Sustainability Leader

Relevance to REMARKABLE - Medium

This course also focused primarily on the broader area of sustainability but has a strong balance of content addressing the leadership agenda. Addressing societal transition is of interest to municipalities in particular. Again, as an open resource it may be of interested to CLP participants broadly.

2.1.7 High Impact Leadership

Category	Leadership
Provider	Irish Management Institute
Delivery Method	Online and Onsite
Target Group	Mid-career Management
Duration	6 days
Country	Ireland
Link	https://www.imi.ie/product/high-impact-leadership/

"This unique programme will help you to learn about yourself and how you interact with and manage others. It will help you to identify and build on your strengths and to recognise and learn to overcome personal leadership challenges. Things you will learn: develop your skills to interact, influence and engage those around you, examine your own leadership style and challenge your preconceptions, recognise and overcome personal leadership challenges."

Course modules:

1. **Personal development:** develop personal presence and impact, work at peak performance, develop leadership flexibility, discover and maximise individual style, solve problems creatively.

2. **Managing others:** master the science of human motivation, influence and persuade others, express ideas concisely and clearly, build and lead a high-performance team, give and receive feedback effectively, manage and use conflict in a productive way, understand the differences between individuals.

Leaders today must master how to interact, influence and engage those around them to inspire great results. Through developing a deeper understanding of yourself as a leader, you'll be able to foster strong team progression.

Relevance to REMARKABLE - Low

This course can provide some inspiration in terms of Leadership content and perhaps be a further avenue for CLP participants to consider.

2.1.8 Leadership and Change

Category	Leadership

Provider	The London School of Economics and Political Science
Delivery Method	Online
Target Group	business leaders
Duration	8 weeks
Country	United Kingdom
Link	https://www.getsmarter.com/products/lse-leadership-and-change-online-certificate-course

*"The eight-week Leadership and Change online certificate course from the London School of Economics and Political Science (LSE) is designed to equip business leaders with the tools and expertise to survive, grow, and thrive in times of transformation. Whether it's caused by disruptive technology or shifting market conditions, or as the result of internal organisational initiatives, leadership transitions, or mergers and acquisitions, **change is a business constant**, and the ability to manage it is key to corporate resilience. Explore and develop your own authentic leadership strengths, while gaining the expertise to create **coaching plans** that apply widely accepted principles and models for professional development.!*

Course modules:

- Authentic leadership
- Transformational leadership
- Contemporary themes in business ethics
- Leading change and effective influence
- Leading diverse teams
- A culture of collaboration
- Character and ethical decision-making
- Coaching and mentoring to develop others

<u>Relevance to REMARKABLE - Medium</u>

This programme does not cover climate action or energy transition but there is very high quality content on leadership which may be of value/interest to reflect within CLP

2.2 Education Programmes

2.2.1 Continuing Professional Development in The Climate Crisis and Local Government

Category	Climate Change
Provider	University College Cork
Delivery Method	Blended Learning
Target Group	Local Government
Duration	12 weeks
Country	Ireland
Link	https://www.ucc.ie/en/ace-ccpdcg/

"This course will examine breaking temperatures, heatwaves, and wildfires focusing on local government and sustainability. Such a dynamic and transitioning world requires governance at all levels, including local, to be responsive, proactive, and future-looking in finding solutions to address the complex intersecting issues we will all face as the global heating unfolds. The

course will introduce councillors in how Ireland aims to become a climate-resilient, sustainable, and low carbon economy and society in the coming decades. The course will examine how government aims to mitigate and adapt to the challenges brought on by our changing climate in the process. In doing so it will look at, amongst other concerns the issues of urban and rural resilience, sustainability practices, the pathway to zero carbon, the United Nations Sustainable Development Goals and climate justice. The course will also examine the wider economic and political context at the macro level, the Paris climate agreement of 2015 for instance, and community leadership and the need for a dynamic political response across a subject which has not only local and national but global implications."

This level 7 certificate has been designed specifically for county councillors in local government in Ireland, and as such it is linked directly to Irish policy and issues (such as the Climate Action and Low Carbon Development (Amendment) Act and the Climate Action Plan). This course is the only university bearing credit CPD programme of its kind in Ireland offering a recognised qualification in this sector. Its purpose is to provide a unique opportunity for councillors to upgrade and upskill their professional & academic qualifications. The online and field trip component is designed for local government staff to interact with each other with a view to building relationships and networks between participants from across the local government sector in Ireland.

Relevance to REMARKABLE - High

This was the only programme which was found which appears to be designed specifically for Politicians (within an Irish context). It is structured to cover both policy and implementation issues but has a weighting towards policy issues. As a result it does not specifically address in detail Climate Neutrality planning or practical aspects. However it is a valuable guide for the introductory components with the CLP .

2.2.2   Certificate in Change Leadership

Category	Change Management
Provider	TUS
Delivery Method	Blended Learning
Target Group	Business, community and voluntary sector
Duration	Total of 40 hours contact time, normally delivered over 1 academic semester
Country	Ireland
Link	https://lit.ie/en-ie/courses/certificate-in-change-leadership

The aim of the course is to develop knowledge and skill as creative leaders in their chosen field. The core areas include leadership theory, principles & emerging trends, creativity, the psychology of teams and organisational change. The programme does not cover climate change specifically.

- Course modules: change Leadership, leadership models, creativity, team psychology and change processes.
- Assessment: A personal change project (individual), an analysis of leadership skills (in pairs) and a final team project

Relevance to REMARKABLE - Medium

This programme focused primarily on change management and so will be of general interest to REMARKABLE CLP. Some approaches, content and resources may be of value with CLP

2.2.3 Climate Change Management

Category	Change Management
Provider	University of Torino (Italy)
Delivery method	Onsite
Target group	students and managers
Duration	40 hours
Country	Italy
Link	https://www.ecodir.unito.it/do/corsi.pl/Show?_id=vnx3

The course provides knowledge and understanding, relating to the development of climate change management within companies, complemented with an initial capacity to apply this knowledge and understanding to simple case studies. Upon completion of the course, the student will be expected to:

- to know how to assess the socio-economic impacts of climate change, costs and benefits
- to know how to estimate and manage climate risk
- to analyse, evaluate and outline climate strategies and policies, as well as innovative business models to evaluate the economic costs and benefits of mitigation and adaptation strategies
- to know how to initiate transformative processes in the context of sustainable development
- to synthesize and communicate the different aspects of climate change to different audiences through internationally recognized disclosure protocols

Course modules:

1) Scenario and policies for climate change risk mitigation and related impacts and business model declination.

2) Frameworks supporting adoption of strategies and actions (and monitoring results) up to Climate change reporting and disclosure practices.

3) Customer Social Responsibility, Green Finance and ESG (Environmental Social Governance) practices.

Relevance to REMARKABLE - Medium

This programme has a good mix of technical and social aspects while also covering finance. There is some inspiration to be drawn from the structure and content covered within the CLP.

2.2.4 Graduate Diploma in Climate Action Leadership

Category	Leadership
Provider	Royal Roads University
Delivery method	Blended, online and on-campus

Target Group	undergraduates or managers
Duration	1 year
Country	Canada
Link	https://www.royalroads.ca/programs/graduate-diploma-climate-action-leadership?tab=overview

"You feel, as we do, that the climate emergency is the most pressing challenge facing our world. And you know that solving this problem calls for strong leadership. "

The Graduate Diploma in Climate Action Leadership provides the tools to integrate climate action in your existing work or launch into a new profession. Focusing on changing the climate story from a tale of disaster to one of transformation it provides the skills to translate climate science into action to reduce risk and impact, and create new opportunities for a low carbon future.

This is a 12-month transdisciplinary program which develops competencies that provide a foundation for navigating, designing and leading climate action. The program uses a learner-centered, open learning curriculum that challenges students

Course modules:

- climate adaptation and resilience literacy

- critical, creative and transdisciplinary thinking

- research literacy

- adaptive leadership and decision making

- communication and knowledge mobilization

- change making orientation and implementation

Relevance to REMARKABLE - Medium

The interdisciplinarity approach within this programme is of interest. And it also addresses how to engage with others as well as the communication challenges.

2.2.5   Professional Diploma in Leadership & Management

Category	Leadership
Provider	University College Dublin
Delivery Method	2 Options - On Demand Self-Paced Learning or Live Blended Learning Classes
Target Group	Managers and leaders in any type of organisation
Duration	12-18 weeks
Country	Ireland
Link	https://www.ucd.ie/professionalacademy/findyourcourse/professionaldiplomainleadershipmanagement/

This programme enables leaders and managers to explore the skills and tools involved in successful people management. It builds an in-depth understanding of the complex practice

of managing and motivating individuals, teams, and organisations. Learn how to attract and retain the right people, coaching, career development strategies, change management and business continuity planning on a management course that will take your leadership skills to the next level. Organisations are only as good as their people, which is why great business leaders are in demand. Learn approaches and frameworks that will help you meet this challenging responsibility. This career-transforming management course will help you develop your leadership skills and learn how to encourage others to flourish while driving real business results.

Course modules:

- Module 1: Organisations
- Module 2: Getting The Right People
- Module 3: Change
- Module 4: Management & Leadership
- Module 5: Coaching & Mentoring As Managers
- Module 6: Teamwork & The Management Of Teams
- Module 7: Getting The Best From Your People
- Module 8: Networking
- Module 9: Developing Others
- Module 10: Difficult Conversations
- Module 11: Business Continuity Planning
- Module 12: Career Planning

Relevance to REMARKABLE - Low

This course is primarily leadership focused and designed to enable management in enterprise to develop their skills and competencies. It may provide some value in structuring content or informing how the Climate Leaders Circle might develop

2.2.6   Professional Diploma in Change Management

Category	Change Management
Provider	University College Dublin
Delivery Method	Online classes
Target Group	supervisors, managers, leaders, business owners, and other professionals
Duration	5 weeks
Country	Ireland
Link	https://www.ucd.ie/professionalacademy/findyourcourse/professional_diploma_in_change_management/

With the world around us constantly evolving, few things can threaten an organisation as much as the inability to adapt. Change is best led by people who understand it, so this course will teach the proven approaches to transformation and to help lead and inspire change in others. As organisations adapt to new ways of working, strong leaders with change management skills

are in demand as they respond to current demands while planning for continuity and recovery. Learn to create environments where change is seen as a positive benefit to all. Supporting teams with empathy and optimism, change agents are increasingly focusing on workforce adoption levels and engagement metrics. Learn about tried and tested change models and how to apply them. Dig into the psychology of change and how it plays out in groups or individuals. Become proactive in your approach and develop transformational leadership qualities.

Course modules:

1. Leading Change: Theory & Practice

Discover various change management models. Understand and manage the emotions that can present at different points of the change journey. Identify practical and useful strategies for implementing various change models.

2. Leading Myself

Learn about the concept of leadership, particularly in relation to self-development. Gain insights into developing your leadership capability through self-awareness, strategies for building resilience, and improving your communication.

3. Leading Others

Understand the importance of your role as a people manager. Learn strategies to develop your leadership capabilities in order to successfully connect, engage, and lead people through change.

4. Common Barriers to Change

Explore common barriers to change and some of the reasons organisations and individuals resist it. Learn the importance of employee engagement and strategies to support people throughout the change journey.

5. Embedding Change

Identify factors necessary for successful change. Learn the traits of transformational leaders, examine the building blocks of mindset and behavioural change, and identify practical transition management activities for implementation.

<u>Relevance to REMARKABLE - Low</u>

This course is primarily leadership focused and designed to enable management in enterprise to develop their skills and competencies. It may provide some value in structuring content or informing how the Climate Leaders Circle might develop

2.2.7   Management of Change

Category	Change Management
Provider	University of Limerick
Delivery Method	Blended Learning
Target Group	Managers, supervisors
Duration	1 semester
Country	Ireland

Link	https://www.ul.ie/gps/management-of-change-module-mg3602

*This module in Management of Change is designed to provide an overview of the range of issues that face managers in the continuous management of change. The module will explore the nature and importance of change, comprehend the **main factors facing change** both internally and externally and recognise the **role of organisation culture** in the change process. You will learn how to plan and implement a broad strategy for introducing change and how to apply **management change techniques** to a variety of organisations.*

On the successful completion of this module the participants will be able to: • Appreciate the nature and importance of change within organisations. • Comprehend the key theories associated with the management of change within modern organisations and integrate the basic steps in the change process. • Develop and implement a broad strategy for introducing change. Analyse organisational culture and its impact upon change within the organisation. • Critically evaluate key theories relating to the management of change.

Assessment: 1-2 continuous skill-based assignments, provided by your lecturer and tutor.

Relevance to REMARKABLE - Low

This course used skills based assessment methods which might be useful to consider as guidance for development of evaluation within CLP. Otherwise the content is primarily focused on leadership. The Change management content may be of interest to inform workshop and group activities within the CLP.

2.2.8   Oxford Leading Sustainable Corporations Programme

Category	Sustainability
Provider	University of Oxford
Delivery method	Online
Target group	Senior professionals
Duration	6 weeks
Country	United Kingdom
Link	https://oxford-onlineprogrammes.getsmarter.com/presentations/info/oxford-leading-sustainable-corporations-programme/

"As the role of corporations in a global economy comes under ever greater scrutiny for their obligations to society, it is increasingly vital for a company's business strategy to consider its environmental impact. This demands that leaders have the ability to drive and maintain sustainable processes across their organisations and transform the traditional approach to value creation in order to help stimulate the triple bottom line – people, profit, and planet. The Oxford Leading Sustainable Corporations Programme takes an executive-level perspective on business sustainability, looking beyond traditional views of measuring business performance to introduce new methods for recognising corporate value and reporting on sustainable practices".

Over six weeks, participants gain access to expert insights and leading research from across the University of Oxford, enabling them to develop a personal plan for change to promote meaningful sustainability strategies in their organisations. The programme focuses on two aspects of the environment – firstly climate change, its risks and opportunities, the corporate impact on climate change, and how this may be reduced. Secondly how corporations can account for their natural capital costs, developing a greater understanding of sustainable approaches to resource management.

Course modules:

- Module 1: Corporate purpose and value creation
- Module 2: Responding to climate change
- Module 3: Natural capital and resource management
- Module 4: Social sustainability
- Module 5: Ensuring sustainability: Governance, risk, and reporting
- Module 6: Levers of change

Relevance to REMARKABLE - Medium

This course is focused on corporate sustainability and as such is not directly transferrable however the CLP should include some reference to what other sectors (enterprise, industry etc) are doing to address sustainability and climate action as CLP participants will be engaging with all sectors of society.

2.2.9 Environmental Leadership (MSc)

Category	Leadership
Provider	NUI Galway
Delivery method	Blended at present
Target group	Open to all
Duration	1 year
Country	Ireland
Link	https://www.nuigalway.ie/courses/taught-postgraduate-courses/environmental-leadership.html

The course will produce well-rounded, motivated, mobile and dynamic problem-solvers and leaders who can work in any area related to environment, marine and energy. Graduates will acquire transversal and multidisciplinary skills in governance, communication and management, enabling them to take on roles within an industrial setting, or within a regulatory body or private consultancy firm. The subject knowledge, transferable skills and thesis elements of the course are designed to provide graduates with the opportunity to carry out further research, work in the public or private sector, or create their own employment. Careers such as project managers, consultants and advisors exist within public and private sectors in Ireland and elsewhere. In addition, the course will provide opportunities for some students to move into PhD programmes or other research roles.

Course modules:

- Research Methods for Engineers

- Environmental problems & Solutions
- Project Management
- Research Project
- Environmental Leadership
- Natural Resource Governance & Sustainability
- Communicating Science and Research

Optional modules:

- The Environment and Human Health
- Environmental Impact Assessment
- Environmental Resilience
- Green Lab Principles and Practice
- Statistics for Data Science 1
- Introduction to Development
- Dynamics of Climate Change
- Marine Spatial Planning and Policy
- Climate Change & Biodiversity
- Invasive Species & Biodiversity
- Social Marketing & Sustainability
- Statistics for Data Science 2
- Geospatial Analysis and Remote Sensing

<u>Relevance to REMARKABLE - Low</u>

This is a technical and science based postgraduate programme and as such has too much content and depth compared to the CLP. However, it should be noted that data analytics and geospatial analysis are covered – reference to these tools could be made with CLP (without any in-depth coverage) as these will be important aspects in planning for municipalities and local authorities.

2.2.10 MSc in Climate Change: Policy, Media and Society

Category	Climate Change
Provider	Dublin City University
Delivery method	Blended
Target group	Recent Graduates, Civil and public services, local authorities
Duration	1 year
Country	Ireland
Link	https://www.dcu.ie/courses/postgraduate/school-law-and-government/msc-climate-change-policy-media-and-society#tab1

DCU's MSc in Climate Change: Policy, Media and Society interrogates how societies are responding to climate change, and how that response can be strengthened. It examines the roles played by politics, regulation, law, education and the media in creating the broad societal response demanded by climate change. The challenges posed by climate change are hugely complex and require a broad range of responses from many sectors of society. DCU's new

MSc. in Climate Change: Policy, Media & Society is unique in Ireland in its focus on the social sciences and humanities, on media, policy, law, governance, regulation and politics.

Relevance to REMARKABLE - Low

This course is interesting primarily in that it is seeking to address social sciences and media, rather than the science and technology view point. For CLP again a reference to all sectors of society needing to be engaged is important.

2.2.11 Environmental Change and Management

Category	Change Management
Provider	University of Oxford
Delivery method	Onsite
Target group	Undergraduates, those interested environmental managment
Duration	1 year
Country	United Kingdom
Link	https://www.ox.ac.uk/admissions/graduate/courses/msc-environmental-change-and-management

This course has three overarching aims, to:

* examine the nature, causes and impacts of major types of environmental change. How do these changes operate and interact on global, regional and local scales? How do they relate to critical social and ecological systems?
* examine the economic, legal, cultural, and ethical underpinnings of environmental responsibility and systemic solutions, including mitigation, adaptation, remediation, enhanced resource stewardship and other sustainable responses to environmental change at different scales and within different organisational contexts
* empower environmental leaders to address the world's most pressing environmental problems through an understanding of and training in the key analytical and practical skills, and in a broad appreciation of earth systems and societies in relation to environmental change.

Course modules: Methods and Techniques for Environmental Management; Understanding Environmental Change; Responding to Environmental Change, delivered through eight modules: Welcome to the Anthropocene; The Earth System and its Fundamental Processes; Global Change and the Biosphere; Human Systems and Environmental Change; Environmental Economics and Policy; Energy Systems and Climate Mitigation; Sustainable Responses to Environmental Change; Governing the Anthropocene.

Relevance to REMARKABLE - Low

A highly technical programme covering all aspects of climate change. May be a future development pathway for CLP participants

3 Common Characteristics of Programmes

remarkable
climate leaders

Of the different courses   which were reviewed are associated with climate change and/or leadership and a number of common characteristics were identified. Reviewing these characteristics they were grouped as being of Critical Interest, Some Interest, Limited interest to REMARKABLE CLP programme

3.1 Primary Interest

Items of   Primary Interest are focused on those topics which align specifically with the ambitions of the REMARKABLE project and are within the scope of the project to included within the CLP programme. These topics should be included to a high level within the CLP.

Sustainability

8 of the courses (44%) contain material dealing with the topic of sustainability and 5 of the courses have modules related to sustainability.

Leadership

15 of the 18 courses (83%) have material dealing with leadership and 10 of the courses (56%) have at least 1 leadership module.

Networking

4 of the courses (22%) have material discussing networking and 2 of the courses (11%) have networking modules.

Team psychology

8 of the courses (44%) contain material associated with the psychology of teams and 6 of the courses have modules related to team psychology.

Creativity

3 of the courses (17%) have content relating to creativity and creative thinking and 2 courses (11% of the total) have creativity modules.

Change

8 out of the 18 courses (44%) have mat   erial dealing with change, change processes or organizational change and 5 of the courses (28%) have modules with the term change mentioned in the title.

3.2 Secondary Interest

Topics of some interest related to those topics which are important for the target   group, (Municipalities, Public Authorities   etc) to consider but there may already be resources and expertise within the organisation which can be engaged within the climate neutrality activities within the region. Th us it may not be specifically necessary to provide training on the core expertise but encourage the participants to engage with relevant expertise within the organisation.

Communication and Science Communication

3 of the courses (17%) have content relating to science communication and 2 (11%) h   ave modules for it. 3 courses have content relating to communication in general and 2 have communication modules.

Conflict Resolution

2 of the courses (11%) have material relating to content resolution and 1 course (Beahrs Environmental Leadership Program in UC Berkeley) has a module on it.

Diversity and Inclusivity

2 courses have material on diversity and inclusivity including the Leadership and Change course in The London School of Economics and Political Science which has a module called "Leading Diverse Teams".

Natural Capital

1 of the courses (Oxford Leading Sustainable Corporations Programme in University of Oxford) has content on natural capital and has a module called "Natural Capital and Resource Management"

3.3 Limited Interest

These topics are covered in some of the programme but within the context of REMARKABLE CLP they are not of significant relevance to the target group. These could inform potential areas where Energy Agencies and other stakeholder can provide additional services, supports or partnership but are not necessarily a priority for inclusion in the CLP programme.

Research

2 of the courses (11%) have content relating to research and both of these courses have modules on it.

Recruitment and Retention

1 course (Professional Diploma in Leadership & Management in UCD) has material on recruitment and retention and has one module dedicated to it called " Getting The Right People".

4 Evaluation of identified programmes

A high level evaluation of the programmes was completed to determine relevance to REMARKABLE CLP development. The programmes identified were assessed and rated (between 1-5) against the following key topics

- Addresses Climate Change/Neutrality
- Addresses Leadership
- Addresses Local Authorities/Public Authorities/Mun icipalities
- Flexible Delivery
- Innovation/Inspiration

A number of programmes, highlighted in the table below, will be considered in greater depth when undertaking the development of the CLP programme and its associated resources.

Program Name	Program type	Climate Change	Leader-ship	Local Authorities	Flexible	Innovat-ion	Total
Climate Change	Training	5	4	4	4	4	21
High Impact Leadership	Training	1	4	2	4	4	15
Leadership for Growth	Training	4	5	2	1	4	16
Climate Innovation Leadership Program	Training	5	5	4	3	4	21
Climate Change Leadership	Training	5	5	2	3	4	19
Beahrs Environmental Leadership Program	Training	4	4	4	5	4	21
Leadership for Sustainable Change	Training	4	4	3	3	3	17
Leadership and Change	Training	1	5	2	3	3	14
Certificate in Change Leadership	Educational	1	5	1	5	4	16
Continuing Professional Development in the Climate Crisis and Local Government	Educational	5	2	5	5	3	20
Professional Diploma in Leadership and Management	Educational	1	5	3	5	3	17
Professional Diploma in Change Management	Educational	3	4	1	3	3	14
Oxford Leading Sustainable Corporations Program	Educational	4	4	2	3	3	16
Environmental Leadership (MSc)	Educational	3	5	3	4	4	19
MSc in Climate Change: Policy, Media and Society	Educational	5	5	3	3	4	20
Climate Change Management	Educational	5	3	3	3	4	18

Environmental Change and Management	Educational	4	3	3	3	4	17
Graduate Diploma in Climate Action Leadership	Educational	4	5	2	5	4	20

5 Conclusion

The review of best practice highlighted a number of key issues

- There appears to be a limited number of training programmes, that specifically address leadership and climate neutrality, which meet the needs of the REMARKABLE target group i.e. municipalities/ local authorities
- There were a wide range of training programme identified, but not highlighted in the report, that cover specific technical training e.g. on mobility, renewable energy systems etc. These are widely available across the REMARKABLE partner regions and can be integrated and utilised as needed to support the CLP
- Those programmes which scored highest in the evaluation, based on REMARKABLE criteria, tended to have a mix of policy, technical, leadership and change management content within them. The programmes of most relevance to REMARKABLE would appear to use delivery methods and approaches which maximise the engagement of the participants and have personal or organisational based assessment or tasks to complete at the end of the programme.
- Interdisciplinarity emerged as a particular theme across a number of programmes and therefore the CLP should seek to ensure that there is a good mix of participants representing different sections within the relevant organisations. A focus purely on technical aspects could mean that the programme will not address e.g. finance or social aspects appropriately.
- There are a wide range of future development pathways which CLP participants could pursue and the Climate Leaders Circle should consider having discussions on further personal and professional development opportunities for participants once they have completed the CLP and joined the circle.