Considering the role of people and institutions in net zero policy in the UK

Roundtable summary papers

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The British Academy
Net Zero Policy Programme

Contents

Introduction

In March 2022, the British Academy convened representatives from government, academia, civil society, and business over a 3-part roundtable series to discuss the role of various underpinning elements of a people-centred shift to net zero. The roundtable discussions were chaired by British Academy Fellows and aimed to contribute insights and perspectives from a broad range of people to the British Academy Net Zero policy programme. The programme explores from a people-centred perspective how to shape the policy agenda on the transition to net zero.

This summary report captures only the viewpoints and reflections of people who participated in the discussions. Participants' remarks have been anonymised, summarised, edited and grouped under relevant headings. The emergent themes summarised in this document will contribute to the programme's direction and have brought to the fore the topics that potentially require additional research and analysis from the British Academy. The report only begins to scratch the surface of a complex and urgent issue. As such, comments, reactions, and input on this report from participants at the event or other stakeholders are welcome, and contacts are provided at the end.

Values and the transition to net zero

On 23 March 2022, the British Academy convened stakeholders from diverse backgrounds to examine the role values play in enabling a purposeful transition to net zero as part of a sustainable future. Professor Fiona Stafford FBA chaired the event.

The conversations covered a range of issues, from the significance of inclusion in policymaking to the role of language and how to embed values in the economic system.

The link between inclusion and net zero

A clear message from the discussion was that **inclusion and diversity should be essential elements of societal values on net zero**. Participants stressed that doing this may not always be straightforward, given the nature of our society and its existing power dynamics. However, as one participant emphasised, if there is to be collective action on sustainability, this depends on having different views and people included in the conversation and part of creating solutions. It was also mentioned that those developing policies should consider who sets the agenda in terms of values and the contexts and cultures that frame them.

One participant highlighted emerging evidence that people from minority backgrounds share widely held values on environmental sustainability in contrast to some perceptions.[1] Policy needs to understand how different communities and cultures understand and act on the environment to bring everyone along with the transition. Participants also emphasised that to do this, policymakers and leaders working on sustainability should engage closely with communities and use an empathy framework to include people from different backgrounds in the conversation. A number of researchers funded under this programme explored methods of engaging with different communities, but further work will be required to understand how to embed such approaches more systematically.

The critical role of communication and language

Participants reflected on the importance of language in its broadest sense in policymaking. Net zero itself is a phrase that is not widely understood or accepted by certain members of the public.[2] One contributor mentioned that **language is more impactful when it accurately reflects people's values and lived experiences**. It was also pointed out that societal conversations often become polarised, and existing power relationships play a part in what is communicated, by and to whom.[3] As one participant explained, how specific values are

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1   See: https://www.sci.manchester.ac.uk/research/projects/environmental-sustainability/
2   Note, however, that participants in the Governance roundtable highlighted that it is a useful term among major institutions and experts.
3   Some of these factors were explored in the British Academy Covid Decade report, https://www.thebritishacademy.ac.uk/publications/covid-decade-understanding-the-long-term-societal-impacts-of-covid-19/

communicated can encourage or alienate individuals, organisations and communities from engaging in action on net zero and sustainability. Investing more in **exploring which communications mechanisms and what type of language are most effective in encouraging widespread engagement and action on net zero will be essential**.

An example of a mechanism brought out by a researcher participating in the roundtable was storytelling. This method could be one way the different voices, cultures, and experiences across society can be brought into the discussion of net zero. Another researcher expanded on this point, explaining that stories of people's lived experiences could help shed light on the values that are important to them. Further research and exploration of this and other mechanisms is required, including how they can become systematic parts of policymaking. Several British Academy research projects looked into this from different perspectives.

Embedding values in decision-making

A critical point raised in the discussion was that values need to go beyond rhetoric and need to be put into action and incorporated into decision-making. One participant stated that **policymakers need to use values in shaping their policies**. According to them, the risk of not doing so would mean that proposed changes might not be effective. Using values in policymaking may suggest a culture shift, and more exploration of how such changes can be embedded is required.

A suggestion from a participant was that to help encourage action on net zero across different communities, policymakers and leaders must understand the issues that matter to a majority of people. Additionally, participants mentioned that people are more likely to act on and understand their values in relation to sustainability when things they care about are directly under threat (for example, through climatic events like flooding or heatwaves). The implication being that if there is no direct threat, decisions are more likely to be driven by other factors or delayed. This brought the discussion towards questions of a systematic approach that uses governance tools to overcome this gap and ensure that common values are part of decision-making. Exploring this dynamic further will be crucial to understand how policy can bring everyone, with their diverse values, along through the transition and ensure continuing public support through a period of intense change.

Embedding values in the economy

During the discussion, some contributors stated that policymakers and other relevant stakeholders should consider **how to effectively embed values linked to sustainability into the economy**. However, one participant noted that prevailing socio-economic values are deeply embedded, and any change will have extensive impacts requiring further enquiry. The transition to net zero and any adaptations required to live with climate change are already changing things as they are, so it is not whether a shift will happen but how it can be done fairly and consistently.

An example of embedding values in the economy, brought out by a participant, was the **circular economy**. According to this contributor, policymakers and other stakeholders could give more thought to previous circular economy initiatives and explore how they can be brought back to our society today.

Areas for further research

Given the complexity of the issues, and that they touch on a wide range of related policy areas, significant further exploration will be required to reach clear conclusions. The next step will be to explore with further policy engagement, dialogue and research some of the points listed below:

- What are the best methods of engaging with different communities and how can they be embedded more systematically across public and private sectors?

- Which communications mechanisms and what type of language are most effective in encouraging widespread engagement and action on net zero?

- How can storytelling and other more emotionally engaging mechanisms become systematic parts of policymaking?

- What are the implications of a culture shift in policymaking to embed values more firmly in decision-making? How can such a cultural shift take place?

- What types of systems will most effectively maintain public support throughout the transition - a period of intense change?

- What economic models, including, for example, circular economy, best embed values in the economy? And what lessons can we learn from the past and from around the world to support this?

Choices and the transition to net zero

On 24 March 2022, the British Academy convened stakeholders from diverse backgrounds to explore the role choices play in enabling a purposeful transition to net zero as part of a sustainable future. Professor Tim Besley FBA chaired the event.

The conversations covered a range of issues, from the link between feasibility and technology to the role of behavioural and organisational change.

The importance of organisational change

Many organisations now understand the importance of the transition to net zero and are committed to working on it. However, the discussions at the roundtable underscored that **enabling change within an organisation can be challenging, particularly with the desire to balance short-term financial gains and a long-term purpose**. Participants explained that the often-taxing exercise of changing internal practices and workstreams has meant that they ultimately deliver change at an arguably slow pace. The British Academy's Future of the Corporation review has explored some of these factors.[4]

A critical challenge highlighted in the discussion was the need to **change the mindsets of employees and management**. Participants stressed that, presently, many within organisations see work on net zero and sustainability not as integral elements of their work but as add-ons. They also revealed that employees and management alike did not have the time to reflect on how practices and projects could be improved to better align with their net zero commitments. To overcome these obstacles, participants underlined the need for bold leadership, especially from stakeholders who will be the first movers in their sector and undoubtedly face challenges. To enable change within organisations, contributors emphasised the importance of creating cultures that give employees agency to make sustainable choices. Further examination of the importance of organisational cultures in terms of the transition to net zero will be of value.

One of the researchers at the roundtable mentioned that **organisations and governments could consider employing deliberative strategies such as climate assemblies**. Such strategies could facilitate internal change to help the organisations deliver on their external net zero commitments.[5] However, it was stressed that employees and management must have access to reliable information to use these strategies and that the internal leadership must also listen and better engage employees in decision-making processes. Research under this British Academy project has explored the use of deliberative strategies in the context of net zero.

4   The British Academy (2019). *Principles for Purposeful Business*. https://www.thebritishacademy.ac.uk/publications/future-of-the-corporation-principles-for-purposeful-business/

5   UK Parliament, 2021. *Climate Assembly UK: where are we now?* https://publications.parliament.uk/pa/cm5802/cmselect/cmbeis/546/54604.htm

The connections between feasibility and technology

Discussions at the roundtable highlighted that some organisations and government agencies need their net zero strategies to be framed as feasible for them to act on the issue. They found that **framing the discussion on strategies in viable terms makes it easier for the organisations and other stakeholders to grapple with the issue of net zero more generally**. It was also emphasised that to do this, the proposed strategies and policies must be co-created with those that will use them. One participant explained that in helping stakeholders develop their strategies, the role of technology must not be overstated.

Contributors explained that although technology is already playing a role in tackling climate change, it cannot alone achieve net zero. One of the researchers at the roundtable mentioned that policymakers and other stakeholders need to better consider the relationships people have to the choices presented to them rather than the choices and tools in and of themselves.

The influence of the economic system

Several participants voiced concerns that the economy had grown at the expense of the environment and society. Some contributors noted that in numerous sectors, **an overly market-focused perspective had prioritised immediate financial gains over sustainability and the transition to net zero**.

However, a participant underscored that **different sectors of the economy are at various stages of the transition to net zero**, with some being further ahead than others. It was noted that the stage at which different corporations are in their transition to net zero depends on a range of factors such as the sector, scale, place, resources, history and context. The discussion also highlighted that different companies have different needs. The example of small businesses was given as they require specific and additional support in accessing relevant information, tools and networks that will help them achieve their net zero goals. The extent of support required to enable all sectors and sizes of organisations to transition to net zero and adapt to the changes brought about by a changing climate requires significant further exploration. Expertise in understanding and managing the choices and decisions required by the transition is rapidly developing but is still scarce.

The role of the professional advisers (for example, actuaries and accountants) was also mentioned in the discussions. They have a role to play in the economy in guiding businesses and other actors to make informed choices and decisions. However, participants noted that they are not quick enough to provide their clients with the best advice regarding the shift to net zero. Public and institutional policies that support this decision-making require further elaboration and examination to move the detailed discussion of the transition beyond major institutions, multinationals and national governments.

Collaboration as a key driver

Several contributors mentioned that they perceived the government to be approaching the transition to net zero from a piecemeal rather than systems perspective. They stated that the government, businesses, and other stakeholders must work **across different sectors for action on net zero to be truly effective**. However, they underscored that to do this there needs to be more research and information on the needs of different sectors and communities.

Beyond this inter-sectoral approach, contributors stated that organisations ought to explore more systematic collaboration with the government and evaluate their impacts at the local level. One participant remarked that integrating the concerns of citizens and local communities is essential in using a systems approach. Further research into the mechanisms of such collaboration and evaluation of impacts will be crucial to put in place policies that enable a systems approach.

One benefit of the systems approach that was discussed was that **it allows individual stakeholders to learn from the practices of others**. However, it was stressed that this approach can be challenging for some businesses, as they do not have the guidance on how to practically connect with other sectors. This point demonstrated the extent of support that will be required beyond major national and international corporations. A few participants emphasised that it can already be challenging for government and larger organisations that utilise a centralised decision-making approach. According to them, such bodies struggle to ensure alignment across their system; and integrate the concerns of the local level. This underlines the challenge that smaller companies, local authorities and communities will face and the need to further explore policies to support them.

Behavioural change

A key point that emerged in the discussions is that **the transition to net zero will require a behavioural change from individuals, communities, organisations and government**.[6] One crucial issue that was mentioned is that policymakers do not always know how to encourage people to change their behaviour. There are clear links here with the discussion on values that is the subject of another note in this series. Participants also pointed out that there are difficult questions of attribution for behavioural change, in that people are influenced by a wide range of intersecting factors in making choices, so further research on whether policy that targets *behaviour* change rather than *systems* change will be beneficial. Participants discussed policies providing incentives to people in some cases. A few participants also stated that if policies are not being taken up, policymakers need to explore why that is to understand what they can do about it.

In addition, one participant raised the point that **access to relevant information and the actions of leaders can impact whether people change their behaviour**. It was also mentioned that individuals and households could make unsustainable choices if they are faced with other important and immediate priorities. Further discussions spotlighted too that reliance on individual decisions and behaviours will limit the scope of the transition to those who can afford to make such changes.

Researchers in the discussion pointed out **demographic factors such as age and education levels impacting individuals' sustainability choices**. Balancing an understanding of the differences between people, the experiences and challenges they face, and a genuine aim for inclusion will be crucial to policymaking around the contribution of individual choices to the transition. A participant gave the example that targeting policies towards young people can be impactful, but further research may be required to properly ascertain how to communicate differently to different groups.

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6   Department for Business, Energy and Industrial Strategy, (2021). *Net zero public engagement and participation.* https://assets.publishing. service.gov.uk/government/uploads/system/uploads/attachment_data/file/969428/net zero-public-engagement-participation-research-note.pdf

The importance of coherent policy around net zero at all levels

According to one of the participants, the fading of Brexit from the public discourse has contributed to net zero becoming a critical policy focus of the government. Although the government has made significant efforts on this issue, it was mentioned that **policymakers must consider how the conversation is being framed at the local level**. Exploring different means of measurement around the choices made on sustainability and understanding how behaviour changes could help policymakers make better choices could help them develop more effective systems.

Many **participants considered policy to have a direct and significant impact on their lives, choices and the transition to net zero.** They brought out a range of perspectives on the type of approach that government could take, for example, direct interventions, incentives, and changing narratives through communication. Contributors drew attention to issues with policies that focus on the rhetoric of consuming less because they believe there are members of the society that are marginalised and should have access to additional resources. This underscores the links between policies aimed at the transition to net zero and underlying or linked issues such as inequality, health, housing and education, among others. Further research to explore the links between net zero and existing policy challenges at different levels will be useful, while the experience with divisive issues such as Brexit, or crises such as the COVID-19 pandemic will be valuable. The British Academy's landmark Covid Decade review[7] provides a substantial foundation of evidence in that regard.

Areas for further research

Given the complexity of the issues, and that they touch on a wide range of related policy areas, significant further exploration will be required to reach clear conclusions. The next step will be to explore with further policy engagement, dialogue and research some of the points listed below:

- Greater examination of the importance of mechanisms and factors like organisational culture, collaboration, deliberation, evaluation of impact and measurement linked to these mechanisms, all framed in terms of the transition to net zero.

- Particular attention is vital to understanding the needs and extent of support required for sectors and communities of all sizes, notably smaller and less well-resourced authorities and organisations.

- Further research on whether policy that targets behaviour change rather than systems change will be most effective. In particular, whether reliance on individual decisions and behaviours will limit the scope of the transition to those who can afford to make such changes.

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7   The British Academy (2021). *The COVID Decade: understanding the long-term societal impacts of COVID-19.* https://www.thebritishacademy.ac.uk/publications/covid-decade-understanding-the-long-term-societal-impacts-of-covid-19/

- Additional research will be essential to ascertain how to communicate differently to different groups, linking to initial British Academy exploration of the role of values in the transition to net zero.

- Finally, it will be important to explore further any links between net zero and existing policy challenges at different levels, drawing too on the experience with political issues such as Brexit, or social and economic crises such as the COVID-19 pandemic or financial crisis.

Governance systems and the transition to net zero

On 22 March 2022, the British Academy convened stakeholders from diverse backgrounds to explore how our society can implement governance systems that encourage and enable a purposeful transition to net-zero as part of a sustainable future. Professor Tim O'Riordan FBA chaired the event.

The conversations covered a range of issues, from the links to culture and engagement to the need for alignment across sectors.

The variation in focus on net zero at different levels

While net zero is a well-defined legal and scientific concept, **finding a common language for discussing the transition and its implications for different groups in our society is not as clear**. Indeed, there may be no agreement on a shared definition of net zero. The discussions at the roundtable highlighted that there was a significant difference in how people from various sectors engaged with and approached net zero. For instance, larger companies and national and international institutions focused on the role and use of target- and metric-led frameworks such as the Science Based Targets initiative.[8] Participants collaborating with local authorities and smaller civil-society groups pointed out that they use different frameworks to guide their net zero work. For example, Cornwall Council is using Kate Raworth's Doughnut Economics framework, which tries to consider the broader distributional socio-economic and ecological impacts of potential net zero policies.[9]

On a national level, the national government released its net zero Strategy in 2021, which aimed to influence the actions of larger corporations, small businesses, individuals and local communities.[10] However, those working with local authorities pointed to concerns that this was too top-down and had neither been widely consulted nor effectively implemented. This emphasised the point that language used in specific net zero strategies is not always understood or adopted by those from different sectors. This persistent difference in understanding can have governance implications.

What was clear from the discussions was that individuals, communities, and organisations who were present want to understand **the implications of net zero for them and their stakeholders**, especially as this understanding makes it easier for them to develop and act on their net zero targets. Participants from local authority organisations and smaller civil society groups are examining the implications for their communities. They have framed targets into focused, feasible goals. One contributor mentioned that it was essential to do this to bring people along the net zero journey, where they understand, engage, and contribute to the transition. Larger organisations are taking similar steps. One participant explained that their organisation had to be innovative and create a sector-specific methodology

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8   See https://sciencebasedtargets.org/
9   Turner, R.A., Wills, J., 2022. "Downscaling doughnut economics for sustainability governance." *Current Opinion in Environmental Sustainability* 56, 101180. https://doi.org/10.1016/j.cosust.2022.101180
10   UK Government (2021). *Net Zero Strategy: Build Back Greener*. https://www.gov.uk/government/publications/net zero-strategy

to help achieve its net zero target, track emissions that were part of its portfolio, and support its stakeholders.

Another key element that came to the fore in the roundtable is **the impact of timeframes**. Representatives from different groups stated that implementing immediate-term milestones is crucial to making targets feasible and actionable. However, as a participant pointed out, organisations and communities must also ensure that they are not restricted to planning with a short-term perspective, as there is a need for continuous action related to the transition over a protracted timeframe. Meanwhile, maintaining delivery against targets set over time horizons longer than most organisations are used to is a significant governance challenge. Further exploration of mechanisms that can be used to overcome these common time-horizon challenges would contribute useful insight to the community.

The need to transition to net zero is urgent, and as was earnestly argued in the discussion, time spent debating how net zero should be implemented takes away from time and resources that can be spent on meaningful action. Nevertheless, many participants agreed that **to encourage people to take immediate action, they need to be engaged in the discussion**. Participatory mechanisms such as citizens' assemblies are becoming more widespread, but systematic adoption of those mechanisms remains some way off. The British Academy's Policy programme on net zero has initiated research that will explore some innovative tools using different media to engage people in new ways. However, further research is needed to explore how to scale these mechanisms, tailor them to the needs of distinct sectors and apply them at pace to match the urgency of the transition.

The links to culture and engagement

Recognition of the urgency and importance of action to combat climate change has increased dramatically in recent years. However, participants in the roundtable from business highlighted that in some cases, the internal engagement on net zero arises from concerns for reputational risk. Without a supportive leadership and culture, those driving net zero or sustainability in an organisation can be characterised as holding back what is seen as the core commercial priorities of the business.[11] The British Academy's Future of the Corporation review provides one response by considering the **underlying governance mechanisms focused on accountability and implementation that are needed to embed purpose**,[12] not just as a slogan but as a central part of the corporate culture. However, it is also important to acknowledge culture change is very challenging for most organisations and that the starting point within organisations has implications for how ambitious and rapid culture-framed actions on net zero can be.

A particular theme that came up in the roundtables is leadership – in business, for example, the issue of net zero may not get much traction at the executive board level, particularly for smaller companies, due to the lack of recognition of any immediate financial impact. In contrast, fines imposed on companies for breaching the General Data Protection Regulation (GDPR) have shown how **an externally imposed measure could generate action within companies**. This may change with initiatives like linking remuneration packages to environmental performance

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11 Discussion of the importance of culture and leadership arose in Future of the Corporation research and discussions, convened by the British Academy. See, for example: Hsieh, N., Lange, B., Rodin, D., Wolf-Bauwens M. L. A. (2018), 'Getting Clear on Corporate Culture', *Journal of the British Academy*, 6(s1). https://www.thebritishacademy.ac.uk/publishing/journal-british-academy/6s1/getting-clear-on-corporate-culture/

12 The British Academy (2021). *Policy & Practice for Purposeful Business*. https://www.thebritishacademy.ac.uk/publications/policy-and-practice-for-purposeful-business

or introducing measures like a carbon tax. However, as the Future of the Corporation review highlighted, efforts like this need to be part of a broader set of integrated accountability mechanisms supported by regulatory oversight to shift corporate culture.

The discussion also underscored the point that across all levels, to prevent governments, corporations, and individuals from treating action on net zero as an add-on, policies and frameworks on the issue need to be developed with more significant input from those that will use them. Participants emphasised that those policies must also be framed as crucial elements of the organisation's purpose and work. Otherwise, those implementing the policies could feel disengaged with them.

Researchers at the roundtable highlighted again **that engaging people in the discussions and decisions made on net zero is crucial, but finding ways to effectively engage people can be challenging and complicated**. As mentioned above, there is room for innovation focused on collaboration through cultural and social institutions or the use of new community-level entry points such as networks of young people, agricultural bodies or community TV. Findings from research linked to these roundtables will help elaborate on these mechanisms that aim to connect the theoretical concept into people-focused actions.

Looking to the future, the roundtable conversation also emphasised the value of innovation and flexibility in helping stakeholders working on the transition to net zero. Participants mentioned that it would be necessary to continuously update and refresh plans and adapt to new models and ways of thinking. As discussed above, governance mechanisms will play a critical part in sustaining activity if they can be designed with these opportunities in mind.

Balancing priorities

A researcher working closely with local councils described how the issue of balancing priorities could be approached by **framing net zero policies around other areas of concern to people and highlighting the benefits they can receive on those issues.** For example, this could be done by highlighting how local green policies could help reduce energy bills. Participants also explained how net zero policies could address other issues such as nature regeneration. They emphasised that framing the net zero policies in this light can help generate interest and engagement within the organisation or community. A contributor also added that there is often low-hanging fruit on some topics, and it is a good idea to start with these. Further exploration of the narratives and stories that can help people make these decisions is needed, in particular, linking between people's and communities' priorities.

Considering large organisations, the challenge of implementing their net zero policies while also delivering on other priorities came through clearly. One contributor from a large organisation explained that balancing priorities can become a question of trade-offs, particularly while governance systems remain focused on financial returns. However, as another participant reasoned, **the starting point and framing of these priorities are essential as they shape the decisions that are eventually made**. Further work will be required to understand the types of collaborative systems and accountability mechanisms that could help reframe 'trade-offs' as opportunities for organisations at all levels. A policy environment that is supportive of such approaches will also be essential to explore and develop.

One useful concept highlighted by a participant was that of **acceptability**, which speaks to how people respond to actions linked to the transition. Acceptability can

influence how changes are introduced and whether they have longevity. The example given was the congestion charge in London. There is a challenge of balancing the crucial need to engage people so that they can accept policy changes with the challenges of communicating complex changes or uncertain outcomes. Further understanding and inquiry into acceptability and how it links to policymaking on net zero will be required.

The importance of alignment across sectors

One of the most evident observations made in the roundtables was **the importance of building links between sectors**. Participants from different backgrounds highlighted that they have to work with stakeholders beyond their immediate network but do not always have the right setting for this. Many expressed that it can sometimes be challenging to align across distinct groups on the most suitable path to take to achieve all their organisational goals. One contributor also pointed out that there is considerable fatigue regarding partnerships, a significant risk to consider given the importance of engagement. Experience with public-private partnerships in the past[13] have highlighted that mismatched goals are a significant impediment to successful partnerships across sectors. Therefore, one avenue to explore in more depth is how common goals can be developed that are aligned between sectors and bring different organisations and institutions together. Perhaps this can be achieved if all organisations follow emerging standards like PAS 808 on purposeful organisations.[14]

Nevertheless, the discussion stressed that stakeholders across society have a role to play in the transition to net zero and stakeholder alignment. There now needs to be a greater understanding of **what levers can be used to facilitate change and how a people-centred systems approach could help address the challenges of the transition**.

Areas for further research

Given the complexity of the issues, and that they touch on a wide range of related policy areas, significant further exploration will be required to reach clear conclusions. The next step will be to explore with further policy engagement, dialogue and research some of the points listed below:

- How can different strategies to embed goals and metrics work at different governance levels, and how can they be improved and connected?

- What mechanisms can be used to overcome the common time-horizon challenges around net zero?

- How can engagement mechanisms be tailored to the needs of different sectors and applied at pace to match the urgency of the transition?

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13   House of Commons, 2018. *Private Finance Initiatives - Committee of Public Accounts.* https://publications.parliament.uk/pa/cm201719/cmselect/cmpubacc/894/89402.htm

14   British Standards Institute, 2021. *PAS 808 Purpose-driven Organisations.* https://standardsdevelopment.bsigroup.com/projects/2021-00457#/section

- What types of collaborative systems and accountability mechanisms could help reframe 'trade-offs' as opportunities for organisations at all levels?

- How can common sustainability goals be developed which are aligned between sectors and bring different organisations and institutions together?

- What levers can be used to facilitate change and knowledge of how a systems approach could help address the challenges of the transition?

- How to achieve regulatory alignment and consistency across various regulatory bodies and over long periods of time where adaptability must also be present

- How to cross over agency and departmental delivery boundaries and set mandates so that genuine long term reliable cross-institutional governance is established

About the Academy

The British Academy is the UK's national academy for the humanities and social sciences. We mobilise these disciplines to understand the world and shape a brighter future. From artificial intelligence to climate change, from building prosperity to improving well-being – today's complex challenges can only be resolved by deepening our insight into people, cultures and societies. We invest in researchers and projects across the UK and overseas, engage the public with fresh thinking and debates, and bring together scholars, government, business and civil society to influence policy for the benefit of everyone.

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