

Briefing.

Working together means how well an organisation forms effective alliances and strategic partnerships so that the whole can achieve more than the sum of the parts. We're also looking for examples of how the organisation improves formal stakeholder engagement processes to build relationships of strong awareness and agency through sharing learning and experience.

Why is this important? On a complex issue such as climate change, working collaboratively improves the quality of decision-taking and increases the wider social capacity to dissolve barriers to change. These collaborations can both be across organisations (i.e. external) and across departments (i.e. internal).

What we can learn. We focus on working together to help you notice the role that relationships of trust and mutual understanding can play in overcoming obstacles to change. For instance, Mc Cain's, the chip makers, invested eighteen months in talking with organisations such as the RSPB before they went ahead with their plans to install wind turbines on their UK site. On the other hand, a project for a waste to energy plant in a Wiltshire village ran into sand when relationships between the proposer and some sections of his community turned sour.

An example from you:

We'd like to hear about a project which exemplifies good working with other people on a climate change issue.

- What is it that singles this project out?
- How does it compare with other things that you have done?
- How would you like to replicate the learning from this project?
- What else other than good collaboration contributed to its success? (Reviewer can help by focussing attention on other pathways)
- What scope is there in this project for building capacity among partners/stakeholders to increase action on climate change?
- How would you like to be talking about this in a few years time?
- What are you grappling with right now?

Optional: Have a go at drawing a quick diagram of networks you are in or partners you work with to illustrate where you have strong shared purpose and/or influence on climate change. Use this to help the review team understand more about your organisation's response on the working together pathway.

Checklist (For Reviewer)**Question prompts**

Identifies and meets the needs stakeholders may have to participate meaningfully in a given process?

Purpose of involving others?

Reciprocal learning or is expertise just being transmitted in one direction?

Collective or partnership engagement in actual action?

Attention paid to “crafted” facilitation methods?

Aim to intervene in wider system (changing the rules of the game?)

Evidence and assessment

Levels Check List

NB Organisation may have very strong stakeholder engagement processes but are they activated for climate change? If not, even if they are working at level 4 and higher on other issues they may score at level 1 for climate change. Climate change related activities such as waste minimisation can count as climate change but will not score above 4 unless the relevance to climate change agenda is explicit and clear to all.

6. The Champion organisation	Establishes strategic alliances sectorally and cross- sectorally on which it has high level representation in order to change rules of the game. Values networking at all organisational levels.
5. Strategic resilience	Structured and sustained processes for engagement on key issues. Has very broad repertoire of approaches. Values processes which build better performing teams and tackle power dynamics. Has strong, experienced in- house or contract facilitators. Mix of typical technical expert types and others from collaborative inquiry field. Strong post-engagement review process with learning communicated and fed back to policy.
4. Breakthrough projects	Interesting patchwork of projects running which involve key internal and external stakeholders learning together about cc and developing their capacity to run further projects. Stakeholder group much less prescriptive than 3. "Out of frame" feedback welcomed. Process for engagement evaluation and reporting is valued.
3. Efficient Management	Clear mechanisms for engaging. Lists of approved stakeholders (eg clients, suppliers, legislators, immediate neighbours etc) Little attempt to widen scope and use activity to increase organisational agency. Organisation sets agenda. "Out of frame" feedback is discounted. Some reporting back.
2. Stakeholder responsive	Discussions limited to those with perceived purchasing power, e.g. clients, suppliers. Little assessment of who stakeholders might be and "tick box" processes for engaging with them.
1. Core Business Focussed	External perspectives seen as irrelevant. Engagement actively discouraged.