

Stakeholder review & peer analysis for the Climate Partnership

Version 2

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Introduction

Bioregional is commissioned by the Climate Partnership (CIC) to provide an evidence base and needs analysis, the purpose of which is to identify and prioritise the key areas of importance for the Climate Partnership to focus on. It includes two separate reports.

1. **Sustainability needs analysis and materiality assessment:** This report outlines the wide range of relevant sustainability needs, both at local level and in terms of how lifestyles and activities within the Borough may impact on the planetary bottom line around climate and limited resources. The ‘materiality’ chapter assesses which of the many identified needs may be most usefully prioritised for action by the Climate Partnership, based on the scale / urgency of the needs and the level of influence that the Partnership may be able to exert. That materiality exercise was workshopped with the Partnership’s board to fine-tune the priorities from a local perspective. This work is aimed to assist the Climate Partnership in devising its range of potential activities.
2. **Stakeholder review and peer analysis:** The stakeholder review investigates which local or regional entities are best placed to act on the identified needs and/or play a strong role in the Climate Partnership. The peer analysis outlines the structure and activities of similar public-private sustainability partnerships.

This document comprises report 2: Stakeholder review and peer analysis. This report’s conclusions and recommendations are summarised at the end of the document.

Glossary

“The Borough”: the geographic area of the Royal Borough of Windsor and Maidenhead and all communities, organisations and activities within it. Does not specifically refer to the local authority, although the local authority is part of the borough.

“The Partnership” or “The Climate Partnership”: Refers to the Climate Partnership CIC, an entity provisionally funded by but independent from the Royal Borough of Windsor and Maidenhead Council to catalyse action on climate and biodiversity across that Borough.



Stakeholder Analysis

Bioregional undertook a stakeholder analysis to understand which key players should be involved in the Climate Partnership in some capacity. While the separate analysis of needs and materiality identifies some of the key climate-related needs in the Borough that the Climate Partnership should address, this stakeholder analysis identifies the key people or organisations that could provide the necessary expertise or influence in the area to address these needs as members of the Climate Partnership.

We reviewed a range of private, public and third sector organisations in the Borough as well as the wider Berkshire County to determine whether their work overlaps with the Climate Partnership's three stated focus themes¹, or whether they might supply expertise that we did not otherwise identify within the Borough geography.

The table below contains our shortlist of the organisations we believe should be considered for roles on the board/strategic advisory panel. These are categorised according to the Climate Partnership's three stated focus themes¹. We also provide a short rationale for choosing them.

¹ As per the Climate Partnership's 'Mission' statement and our briefing from the Partnership executive chair: Climate (i.e. carbon); biodiversity; wellbeing.

It should be noted that the final structure of the Climate Partnership has not been agreed; this is an early view on who should be engaged. However, from our on-going discussions with the leadership of the emerging Partnership² it is felt that a focus on a group of the biggest, most influential businesses or entities in the Borough who could contribute a membership fee is likely to be the most effective approach. These could be seen as 'founder members'. From this, a wider pool of stakeholders could then be engaged through the partnership via specific projects or general membership.

There could also be a selected panel of 'strategic advisor' stakeholders, who may or may not be 'founder members' but would be denoted by their ability to provide specialist expertise relevant to the Climate Partnership's priorities.

Several stakeholders are already engaged with the Climate Partnership in some way. In the table, these are identified with an asterisk*.

² Including discussion of our early findings from the 'peer analysis' with regards to the types of partnership structure that appear to have been most effective in practice in other settings.

Organisations for consideration for Board or Founder Member roles

Theme	Organisation (* denotes already engaging)	Rationale for selection
Climate / carbon (i.e., carbon from energy and transport)	Scottish and Southern Electricity Networks and/or Greater Southeast Energy Hub	This is the Distribution Network Operator for the region and therefore a crucial stakeholder for discussions about expanding renewable energy generation, energy storage, and considering grid capacity/constraints.
	Centrica	An international energy services and solutions company registered in Windsor. Doing work on fuel poverty, using the UN's Sustainable Development Goals to a certain extent, and with a strong understanding of the energy system.
	Thames Valley Buses/White Bus/Arriva	Bus companies must be in on the conversation about the future of transport as we need to move to a system with less private car ownership and more public transport usage.
Biodiversity	Berkshire, Buckinghamshire and Oxfordshire Wildlife Trust (BBOWT)*	<ul style="list-style-type: none"> • BBOWT protects and restores natural habitats, promotes natural solutions to climate crisis – eg restoring floodplain meadows to tackle flooding and capture carbon. • It looks after 86 nature reserves and four education centres, runs hundreds of events, and campaigns to make nature recovery a reality. • A trusted voice for nature in this region.
	Thames Valley Environmental Records Centre (TVERC)	TVERC collects, analyses and shares geodiversity and biodiversity information in Berkshire and Oxfordshire to help people make sound decisions about how to develop and manage land sustainably and where to focus wildlife conservation work.
	Berkshire Local Nature Partnership	The single, unified voice for the natural environment in decision making. improving awareness of the challenges and opportunities facing nature.
Health and wellbeing	NHS – Berkshire NHS Foundation or Royal Berkshire Hospital	<ul style="list-style-type: none"> • The most significant and largest body for public health. • It has a net zero target set and could share learnings for other healthcare organisations to decarbonise (or benefit from sharing knowledge vice versa) • A big employer in the Borough (combined employment number of ~9,500 people).



	Berkshire West Your Way	Mental health support through a range of services offered: Community support, individually tailored one-to-one support, peer support, social networking, volunteering
	Berkshire Community Fund	A charity that works across Berkshire to raise and distribute money to vital local causes. Likely to be strongly networked into other charities and aware of the issues that Berkshire and RBWM struggle with.
Other	University of Reading & Royal Holloway	Large employer and emitter, plus leading research into climate.
	Imperial College, Silwood Park campus	“A leading international centre for research and teaching in ecology, evolution, and conservation.” May provide key insights and seek opportunities for applied conservation.
	Legoland (Merlin)*	Large employer and emitter in the Borough.
	Other large business including: <ul style="list-style-type: none"> • Covance (LabCorp) (>1000 employees) • GSK (> 2000 employees) • Costain Group (>3,500 employees across the UK) 	Large employer and emitters (noting these are multinational corps including in the pharmaceutical and infrastructure sectors)
	Owners of large assets eg shopping centres: <ul style="list-style-type: none"> • Vixcroft (Owner of Nicholson’s Yard, Maidenhead) • AEW UK (Owner of Windsor Yard) 	Owner of key assets in the borough. Large emitter and influencer. Retail is a sector likely to need to transform quite fundamentally towards more circular business models as part of the global climate emergency response; there may be synergies with high streets’ parallel need to transform to survive online retail and COVID.
	Representatives of SMEs, including: <ul style="list-style-type: none"> • Thames Valley Chamber of commerce* • Connect TVT 	Represents large number of SME across the area that add up to a large number of employees and emissions.
	Thames Valley Berkshire LEP (Local Enterprise Partnership)	Well-networked into small and large businesses across Berkshire, as well as the six unitary authorities that cover Berkshire. May be able to alert to funding opportunities.
	Royal Borough of Windsor and Maidenhead*	Large Employer and emitter. Strategic decision maker, enabler, and influencer.



The following entities may also be suitable for the initial partnership or for a topic-specific 'strategic advisory panel' role:

- Berkshire Growth Hub
- Charters Secondary School
- Constructing Excellence Berkshire
- Cumberland Lodge
- Eton College*
- Foodshare Maidenhead/Windsor
- Heat Pump Federation
- Imperial College Sillwood Campus
- Maydencroft Ltd. (agroforestry, ecology, landscapes, grounds and estates)
- National Farming Union
- Sweco (buildings and urban area consultancy; transport infrastructure; water; energy; environmental services); Maidenhead office appears to focus mainly on building services engineering
- Thames Valley Berkshire LEP
- Windsor Homeless Project
- Veolia

The following entities hold resources or the influence necessary to some of the projects that the Climate Partnership may pursue:

- Heathrow Airport
- Thames Water
- The Crown Estate* (albeit the Climate Partnership's initial conversations with this entity indicate inability to participate at present).

Organisations for consideration for wider membership

This table provides a longer list of potential stakeholders that could be engaged within the partnership and were part of our initial analysis.

Stakeholder Contacts (* denotes already engaging with Climate Partnership)	Rationale	Contact (if applicable)
Climate (i.e., carbon from energy and transport)		
1 or 2 large private sector business representatives, of which 1 that has a significant logistics element <ul style="list-style-type: none"> • John Lewis • Legoland (Merlin) • Large pharmaceuticals companies in the area e.g., GSK In addition, asset owners of large shopping centres such as Nicholson's Yard in Maidenhead and Windsor's Yard	Large employer and emitter	
University of Reading Royal Holloway	Large employers and emitters, plus leading research into climate	Prof Tim Dixon t.j.dixon@reading.ac.uk Dan Fernbank d.fernbank@reading.ac.uk
Small business representatives x 2 Key or prominent SMEs willing to engage: <ul style="list-style-type: none"> • Frog Bikes • TP Group e.g., Federation of Small Businesses / Thames Valley Chamber of commerce / Thames Valley Berkshire Business Growth Hub	Collective view on barrier and drivers to net zero for SMEs across the region	Paul Britton, Chamber of Commerce
Scottish and Southern Electricity Networks and/or Greater South East Energy Hub	Understand context of network capacity and infrastructure plans	Greater South East Energy Hub (GSSEH) Paul Kemp: paul.kemp@energyhub.org.uk
Centrica	Windsor based, doing work on fuel poverty; using Sustainable Development Goals to a	



	certain extent; holds a strong understanding of the energy system.	
<p>1 or 2 of the following, key transport providers e.g.:</p> <ul style="list-style-type: none"> • Berkshire Strategic transport forum/ Berkshire Local Transport Body • First Bus / Reading Buses • Thames Valley Buses • Great Western Rail • Sustrans – Berkshire contact • Car sharing organisation • E-bike / bike-share organisation • Representation from Highways / Public Transport branch of the Council (as it's a unitary authority) • Representation from the public transport sector (rail / bus) • Representation from the EV charging sector 	Understand transport drivers and barriers to uptake of active/sustainable modes	<p>Tom MacLachlan: Tom.MacLachlan@firstrail.com Amie Coppin, GWR Head of Sustainability Amie.coppin@gwr.com Co Wheels (Car sharing but currently just in Reading and Newbury) Provides of bikes including e-bikes:</p> <ul style="list-style-type: none"> - Evans Cycles - The Bike Company <p>EV Charging – Ubitricity; Pod Point</p>
<p>Housing developers, house builders and larger housing associations – key players might be:</p> <ul style="list-style-type: none"> • Beechcroft (retirement homes) • Berkeley homes (Horlicks Factory, Slough) • Redrow • David Wilson • Housing Solutions 	Housing is responsible for a large part of the Borough's emissions; this cannot be solved without bringing existing housing stock up to a good standard of thermal efficiency and fossil-free heating as well as making sure new builds are low or zero carbon. Also relevant to wellbeing theme.	<p>They have offices in Ascot, Windsor and Binfield Key contacts at Berkeley Homes: Kam Mackrory, Head of Marketing – Kam.Mackrory@berkeleygroup.co.uk Elkie Russell, Director of Development – elkie.russell@berkeleygroup.co.uk</p>
<p>Entity (or entities) that provides or represents industries for low carbon heating or insulation retrofits, e.g.</p> <ul style="list-style-type: none"> • Heat Pump Federation https://www.hpf.org.uk/ (not a Thames Valley specific entity as it is based in Wilts; works UK-wide, but holds expertise needed here as elsewhere) • Federation of Environmental Trade Associations – this works nationwide but is based in Reading. 	Understand the state of play of skills and market for new build and retrofit to zero carbon standards	<p>Will Barrett BSc (Hons), Managing Director, Francis Construction – willbarrett@francisconstruction.co.uk</p> <p>Constructing Excellence Berkshire – board members e.g. Richard Webb from Barton Willmore</p>



<p>https://www.feta.co.uk/about-us - the HPF is part of this, and it also includes HVAC/building controls installers.</p> <ul style="list-style-type: none"> Constructing Excellence Berkshire – A network of industry professionals that conducts networking and knowledge sharing: “architects, planners, designers, consultants, contractors, academics, specialists and suppliers”. <p>https://constructingexcellenceberkshire.wildapricot.org/About</p>		
<h3>Health and wellbeing</h3>		
<p>NHS – Berkshire NHS Foundation or Royal Berkshire Hospital</p>	<p>Large employer/emitter; insight on needs & solutions e.g. social prescribing</p>	<p>Tracey Middleton Tracey.Middleton@royalberkshire.nhs.uk</p>
<p>Integrated Care System (e.g. ICS Frimley)</p>		
<p>Mental health focus across the Borough</p>		<p>Berkshire West Your Way</p>
<p>Citizens Advice - Berkshire</p>		<p>https://caeb.org.uk/</p>
<p>Well-being and/or housing charities across the Borough</p>		<p>Windsor Homeless Project Age UK Berkshire First Days (child poverty charity) Foodshare Maidenhead and/or Windsor</p>
<p>Schools – should be a mix of state & private.</p>	<p>All schools are key for youth wellbeing and climate literacy. Scope to attract youth into green careers. Some e.g. Eton College* are also major landowners.</p>	
<h3>Biodiversity</h3>		
<p>Bucks Berks Oxon Wildlife Trust And/or local Environment Agency contact</p>	<p>Understand the impact on natural environment and plans for habitat</p>	<p>Environment Agency is based in Reading</p>

	restoration/enhancement and the role it can play on the net-zero agenda	
“Wilds” groups including Wild Cookham and Wild Maidenhead*	Could explore: <ol style="list-style-type: none"> 1. Landscape-scale rewilding projects 2. Implementation of the Borough’s draft biodiversity action plan. 	
Wide range of other local groups including but not limited to <ul style="list-style-type: none"> • Berkshire and South Bucks Bat Group • Berkshire amphibian and reptile group • Berkshire Conservation Volunteers • Berkshire moth group • Berkshire invertebrates group • Berkshire mammal group • Birds of Berkshire 	Detailed and focused advice on specific nature and biodiversity issues	
Berkshire Community Foundation	Raise funds for, and make grants to, local charities and community groups addressing need across Berkshire.	https://www.berkshirecf.org/
RSPB local groups and local butterfly conservation partnerships	Focused and detailed biodiversity advice	https://group.rspb.org.uk/wokinghamandbracknell/ https://www.upperthames-butterflies.org.uk/
National Farming Union; Berkshire Young Farmers (Windsor & Maidenhead branch); Berkshire College of Agriculture (BCA has a sustainability hub & targets a net zero carbon campus by 2030).	NFU: the voice of British farming; 55,000 members. Farming’s acute lack of young entrants may slow uptake of new practices.	https://berksyfc.org.uk/
Other		
Local news and media including Baylis Community Media	Publishes three local news titles; could promote the Partnership’s offer & projects	



Peer analysis

Introduction

This peer analysis aims to understand what other climate partnerships currently exist, what they're doing, and what can be learnt from them.

Although there are many more, Bioregional focused on ten partnerships across the UK. Through the ten that we reviewed in depth, we believe we have covered a breadth of governance and structural options currently being used. Many large cities (for example Nottingham and Leeds) have partnerships, but it was determined that these examples weren't the most relevant to the Climate Partnership. We reviewed one 'big city' example – the Manchester Climate Change Partnership. There are also others around the world (e.g. in Denmark), but these haven't been included here for reasons of time and resource constraints as well as relevance.

The partnerships researched all had slightly different operating structures and legal statuses. Nevertheless, all had the same broad aim: to bring together organisations to jointly respond to the climate and ecological emergency. In some cases, partnerships weren't commissioned or run by the Local Authority, but in all cases the Local Authority was involved in some way – as a key partner, a member, funder or the lead organisation.

The following partnerships were examined in detail:

- [Barnsley Positive Climate Partnership](#)
- [Cheltenham Zero Partnership](#)
- [Essex Climate Commission](#)
- [Forest of Dean Climate Action Partnership](#)
- [Hammersmith & Fulham Climate Alliance](#)
- [Hertfordshire Climate Change and Sustainability Partnership \(HCCSP\)](#)
- [Manchester Climate Change Partnership](#)
- [Zero Carbon Cumbria Partnership](#)
- [Zero Carbon Oxford partnership](#)
- [Zero Carbon Shropshire](#)



Types of partnership

- **Local authority initiated and led:** The majority of the partnerships researched had been set up by a Local Authority – in fact 9/10 partnerships were local authority initiated.
- **Community-led (with local authority involvement):** The one example of this (Zero Carbon Shropshire) were set up by a passionate local resident, but now includes the Local Authority.
- **Partner-led:** This type of partnership is commissioned by the Local Authority, but a charity partner leads the work. It is funded by the Local Authority. The one example we found of this type is Cheltenham Zero Partnership (see case study below).

Structure

- Most partnerships have a **core board or steering group** whose role it is to run and manage the partnership and set the strategic direction. The make-up of these boards is varied.
- Most have a **steering group or board with a chair**, and more often than not the chair is someone **from the Local Authority**. However, this is not always the case. The Manchester Climate Change Partnership is chaired by a Director from Arup. In this example, the chair is appointed by the board.
- Members always include Local Authority representatives, businesses, NHS/CCG representatives, local schools/universities, charities, representatives from the chamber of commerce, sometimes utility providers, transport providers, the police
- Some partnerships were **'open to all'**, others were **invitation only**.
- Some had **paid memberships**, whereby partners were required to pay a fee to be a member. This is the case for Zero Carbon Oxford.
- Many have **working groups for different themes**, delivering **projects** and unlocking the necessary **funding**.
- In some examples, the structure was confusing and opaque, with partnerships reporting to agencies with unclear links to Local Authorities.

Local authority role

Local authorities had different roles across the partnerships, including being:

- Funders
- Founders
- Secretariat – very often, the Local Authority provided this role since they have the expertise in-house.
- Sometimes just a participant in community-led initiative.



Purpose

The partnerships researched had different aims, but they covered the following:

- **Community-wide carbon reduction** – for many local authorities, this was a way to tackle their borough/region-wide carbon reduction.
- **Community “climate engagement”**, including events, sharing resources, and bringing people together.
- All aim to bring together disparate actors for climate purposes
- **Practical project delivery or finding project funding** – finding and delivering projects on energy saving, transport, and many more.
- **Monitoring and reporting on sustainability indicators** (i.e., carbon) – either holding the Local Authority to account against borough-wide climate and sustainability targets, or reporting on behalf of the Local Authority. For example, Manchester Climate Change Partnership reports on carbon reductions annually.

Crucially, through the research, no partnership was found that had a specific mandate to deliver a Local Authority’s carbon reduction strategy.

The Climate Partnership should aim to:

- Be very **clear on its (independent) relationship with the Royal Borough** of Windsor and Maidenhead
- **Have clear deliverables** that set out what it does (and what it doesn’t)
- **Be transparent in its operation and structure** by, for example, sharing its materials, meeting minutes, Terms of Reference etc. on its website
- **Be clear with partners on what their roles are** and what is required of them
- **Be specific in its scope** by, for example, having clear Terms of Reference in writing
- **Have set priority/focus areas**, for example the Hertfordshire Climate Change and Sustainability Partnership focuses on water, biodiversity, carbon, transport, behaviour change, and adaptation
- **Keep its website and content up to date**
- **Have a secretariat in place** to ensure that activities are kept on track and to administrate the partnership
- **Run a launch event** to build interest and momentum
- When creating actions, **be clear on who is delivering each action.**



The Climate Partnership should consider:

- **A central hub team/steering group run by up to 20 core members** (replicating Oxford City Council and Forest of Dean model)
- **Writing a ‘roadmap’ or ‘framework’ for carbon reduction** in the Borough. Both Manchester Climate Change Partnership and Zero Carbon Oxford did this.
- **Involving a wider group of key local partner organisations who can assist in delivering projects** and sit on working groups.
- **Being technical, i.e., monitoring and reporting** on carbon and other metrics – and centering on engagement
- **Asking for a fee from big players** and clarifying what is the value proposition for them (e.g. influence; license to operate; PR; collaboration opportunities; etc)
- Who is involved and how many.
- **How often it reports, on what**, and to whom.
- **What it provides**, for example, information and resources, advice, events, monitoring, projects
- **Its legacy – how can the partnership run beyond RBWM funding?**

The Climate Partnership should know:

- There are very many examples of partnerships in the UK – and lots to learn from them!
- They all vary, but all aim to engage and communicate on climate change.
- **Engagement with key emitters (usually the big organisations) is key.** This can take a long time to get – but is vital. It builds credibility in the partnership and has the potential for big impact. CEOs or board members need to be engaged, alongside the sustainability manager or another representative. Asking for funds will help to secure buy-in (money where their mouth is).
- **Several partnerships ask for a ‘pledge’ from members upon sign-up.** For example, Cheltenham Zero Partnership’s pledge is: ‘We recognize the climate emergency and acknowledge the unacceptable risks it poses globally and also locally to the future of our environment, our livelihoods, our homes and our town. By joining Cheltenham Zero we commit to tackling the climate emergency head on, doing our part within our organisations and working collaboratively to support the shift to net zero emissions as a town by the year 2030’. It is unclear if this achieves anything in practice.
- Partnerships with an open enrolment can succeed, but it should be noted that Oxford’s previous such partnership “ran out of steam”. Having an open membership can dilute and limit the effectiveness of the partnership due to lack of serious buy-in.



The Climate Partnership should avoid:

- **Asking a charity partner to run the partnership, unless very clear guidance and structures are put in place.** The Zero Cheltenham Partnership has found this approach to be challenging and at times limiting.
- **Trying to do too much for too many different groups,** as this may result in conflicts of interest. For example, the needs of businesses are quite different to those of community groups.
- **Becoming a talking shop;** instead, practical projects and clear outputs are vital.



Case Study 1: Zero Carbon Oxford Partnership

Before its current iteration, Oxford had a partnership which ran for around 10 years. It was open to anyone; the only requirement was that members signed a pledge. The partnership ran out of steam and stopped delivering useful and practical projects; it was subsequently phased out. In 2020, Oxford City Council began setting up a new partnership, which would include a select group of ‘high-impact’ members, those organizations in Oxford which were the biggest emitters. Key businesses, educational institutions and the NHS were engaged, and their senior leadership were invited to be part of the partnership. The process of getting these CEOs on board took nearly a year, and the partnership was launched at an event in February 2021. A total of 21 partner organisations is now listed on the ZCO Partnership’s [website](#).

One of their first tasks was to create the Zero Carbon Roadmap. This document – which goes beyond Oxford City Council’s targets and includes action from partnership members – was created collaboratively by the partnership. The partnership now looks to deliver the actions in the roadmap.

Key facts:

Made up of 20 core members

- Funded by member fees (in the order of circa £5k a year)
- Steering group (made up of 12 representatives) meets 4 times a year
- Sprint groups (made up of a wider group of people) deliver projects by theme
- Oxford City Council provide the secretariat role
- 1 fulltime staff member (funded through the partnership)

Projects delivered/in progress:

- Providing data to help rewrite the local plan with much deeper policy options that better reflect local stakeholders
- Retrofit: bringing together organisations to address this in the city. A specific feasibility study has been funded through the Partnership.
- Renewable energy: unlocking the potential for wind turbines in Oxfordshire through connections between members.

If they were to do it again ...

- Be clear with partners early on that funding would be required. This was brought up too late.
- When identifying actions, be clear about who would or could deliver them.



Case Study 2: Cheltenham Zero Partnership

The Cheltenham Zero Partnership started in 2021. Following a successful online climate conference, led by local charity Vision 21, the Local Authority decided to set up the partnership.

The Local Authority gave Vision 21 free reign to run the partnership as they wanted, funding them through a yearly fee of £25,000. The fee covers the costs of one person working on the partnership at Vision 21.

Vision 21's mandate is to support the local authority to reach its net zero target of 2030 (for its own operations and borough-wide) – a highly ambitious target.

The audience for the partnership is mixed – including businesses and community groups joining. The partnership provides resources and advice on how organisations can reduce their environmental impact.

If they were to do it again ...

Working with a charity partner has proven difficult for Cheltenham Borough Council. There is no clear governance structure, and no steering group. They haven't been able to measure impact – since the approach has been fairly free-form and non-prescriptive.

The Council must put a lot of energy into supporting the partnership, which was not the intention. They feel that combining the business and community group audiences doesn't work very well because both groups need different support and resources. They also feel they haven't been clear on messaging to big businesses (and other organisations) on why they should join the partnership or how they should participate and contribute. There currently isn't a clear value proposition ('what's in it for us?') for businesses.

The key takeaway here was that if a partnership is to be led by a partner organisation, due diligence needs to be done to ensure it's the correct organisation and has clear goals. Funding of £25,000/year (covering only one dedicated worker) is also a very limited resource compared to the vast challenge of delivering meaningful change and tangible results.



Conclusion

Our research has shown a wide diversity of partnerships across the UK. From what we have learned, we recommend that The Climate Partnership adopts a similar model to that of Zero Carbon Oxford. Our suggestion is that the partnership has a core group of 20 or so people, drawn from local large organisations. These people should ideally be the CEOs or MDs of their respective organisations, but with support from others in their organisation e.g. sustainability leads, or leads for specific relevant parts of the business such as facilities management or transport.

We would recommend that the Climate Partnership creates sub or working groups split by themes to deliver projects.

We would also recommend finding ways to encourage financial investment from partners where possible. This could be to continue the Partnership into the future, or to fund projects.

We are confident that the Climate Partnership CIC has scope to be a highly successful vehicle for addressing the climate and ecological emergency and engaging local businesses and organisations in co-creating the solutions that are needed.