

Low Carbon Oxford – Principles of Collaboration

The following principles will provide a structure within which all Pathfinders will work together for the purpose of delivering the objectives of the Charter and associated Low Carbon Oxford programme. Each Pathfinder organisation should expect to be guided by and take account of these principles in any such collaboration.

1. **Any collaboration between Pathfinders is based on the objectives set out in the Charter.** The added value of working together is clear and recognised by all Pathfinders. Each Pathfinder organisation brings different skills, experiences and resources to an interdependent relationship, and the diversity and value of each contribution is acknowledged. Each Pathfinder will be clear about what it brings to the collaboration, and will be open from the outset about any limitation which may apply to the scope and terms of its participation in the collaboration.
2. **Collaboration between Pathfinders will be non-competitive** and Pathfinder organisations will not seek to influence collaboration in a way that will disadvantage others.
3. **The contribution of all Pathfinders will be recognised and acknowledged** and individual ideas and input should be accredited to their contributors. Any intellectual property in any material shared as part of a collaboration shall remain in the ownership of the contributing Pathfinder. Where any intellectual property or product is developed or arises solely as a result of a collaboration between Pathfinders, ownership in that jointly developed intellectual property shall be agreed between the Pathfinders at the outset. As Pathfinders will share credit for the overall successes of any collaboration, they can also expect to share learning from any failures.
4. **Each Pathfinder will respect the diverse range of organisations and individuals who are contributing to the programme.** We recognise that the Pathfinder organisations are a diverse group with a range of values and motivations. In relation to any collaboration, each Pathfinder will give priority to the values and objectives of the Low Carbon Oxford Charter over and above the values and motivations of the individual Pathfinder organisation.
5. **All Pathfinders agree to do what they say they will do and will provide regular updates on progress** and notify Low Carbon Oxford as soon as reasonably practicable if they are unable to deliver upon any commitment. Credibility and trust in collaboration come from good communication, competence, reliability and delivery. At the outset of any collaborative project a process will be agreed for decision making and project management. As we each take responsibility for fulfilling our agreed roles, so we take an equal share in celebrating success and learning together from failure.
6. **Successful collaboration will be underpinned by honesty and openness** around all relevant matters. Pathfinders will be expected to disclose information relating to their commitments set out in the Charter that will help to achieve the shared objectives of the Low Carbon Oxford programme and can expect to have any information disclosed from time to time to be treated with respect and confidentiality. Where any Pathfinder has particular concerns over confidentiality of information, these should be notified to the other collaborating Pathfinders and acknowledged by the other collaborating Pathfinders.
7. **The Programme Director will oversee the principles of collaboration.** Where any Pathfinder is of the view that the principles set out in this guidance are not being adhered to by another Pathfinder, reference should be made to the Programme Director, Barbara Hammond, for determination.