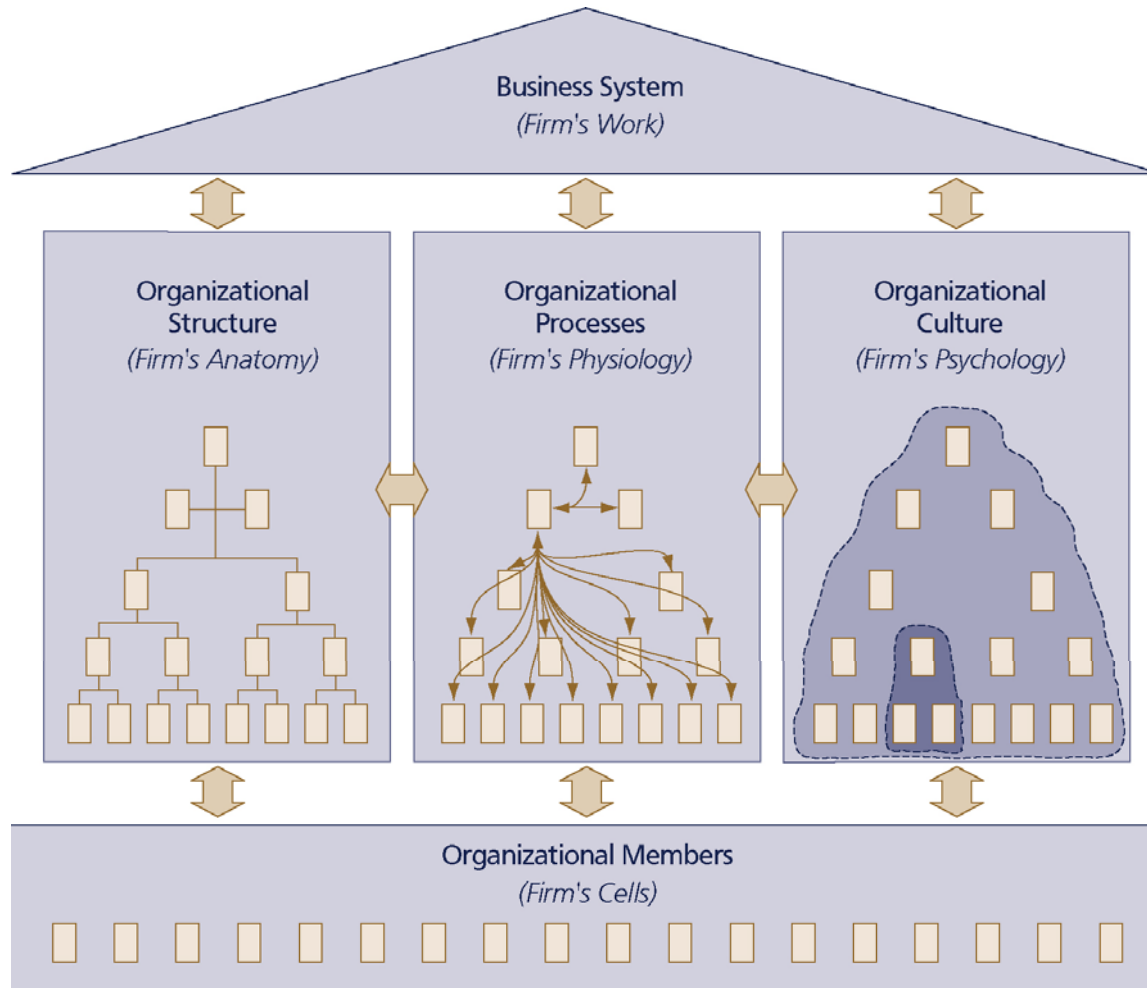


# Making Partnerships Work

# Areas of Strategic Renewal

## *Components of Organizational System*

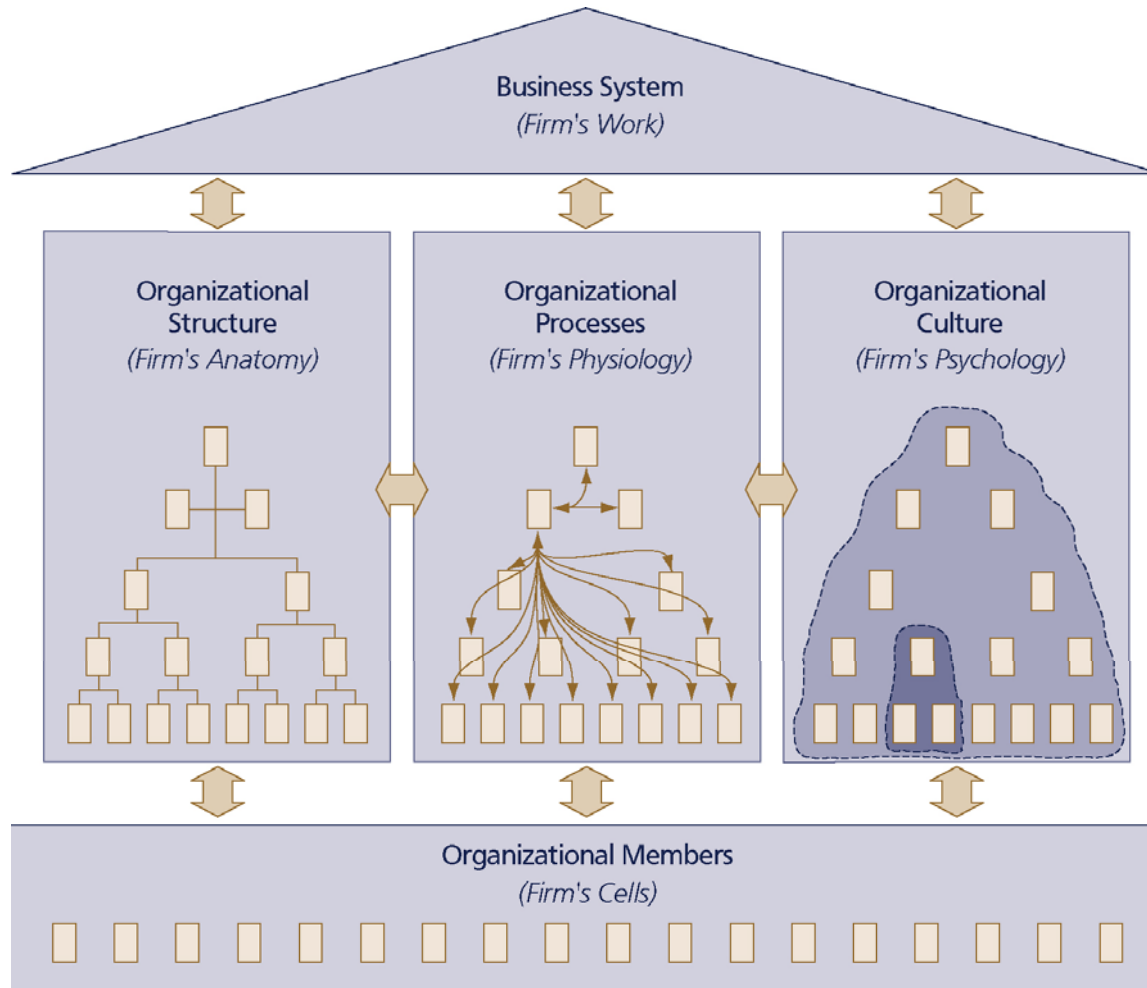


# Effective Partnership Working

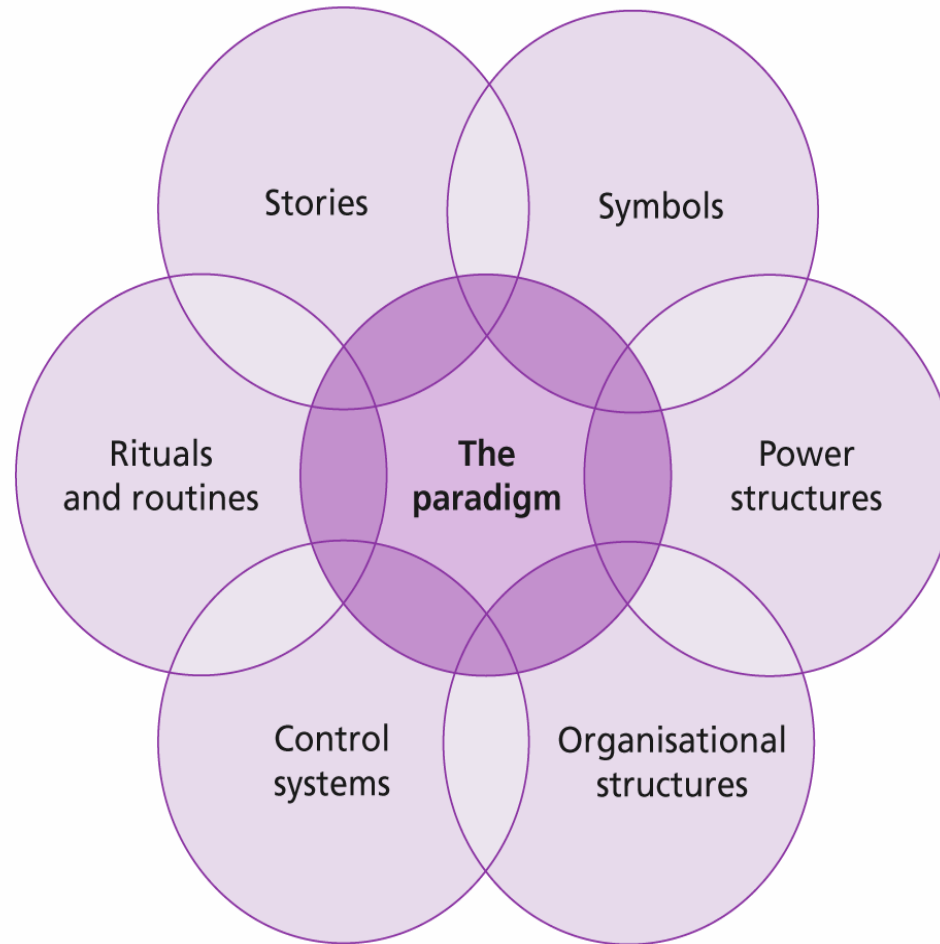
- Strategic Objectives that are shared
- Committed leadership that can sustain long term change
- Open and honest communication, with a willingness to exchange information freely, often expressed through the use of a shared language
- An understanding and respect for each others culture
- Meaningful stakeholder engagement and management
- High levels of trust
- A reasonable history of successful joint working either at a strategic or operational level

# Areas of Strategic Renewal

## *Components of Organizational System*



# The Role of Culture



**Exhibit 5.11** The cultural web

		LEVEL OF INTEREST	
		Low	High
LEVEL OF POWER	Low	<b>A</b> Minimal effort	<b>B</b> Keep informed
	High	<b>C</b> Keep satisfied	<b>D</b> Key players

**Exhibit 5.5** Stakeholder mapping: the power/interest matrix

Source: Adapted from A. Mendelow, *Proceedings of the Second International Conference on Information Systems*, Cambridge, MA, 1991.



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## ASSESSING STRATEGIC PARTNERSHIP THE PARTNERSHIP ASSESSMENT TOOL



# How can the assessment tool help?

**It does** provide material to conduct an assessment of the current effectiveness of your partnership working.

**It does**, with repeated use, allow you to chart changes in partnership working over time.

**It does**, when used at different organisational levels, highlight a range, and possible diversity, of perspectives.

**It will not** on its own tell you how all the problems associated with partnership working should be addressed.

**It does**, however, provide a common framework (and vocabulary) for partners to develop a jointly owned approach to tackling some of the barriers to effective partnership working

.

### Stage 1 : Preparation

- Agree the purpose of the Assessment Exercise
- Negotiate individual contributions
- Decide how the exercise will be facilitated
- Decide how it will be actioned.

### Stage 2 : Undertaking the Assessment

- Circulate briefing material
- Arrange meeting to:
  - familiarise partners with material
  - get partners to complete rapid partnership appraisal sheets.

### Stage 3 : Analysis and Feedback

- Analyse individual responses
- Arrange feedback meeting to:
  - share, discuss and interpret findings
  - agree next steps.

### Stage 4 : Action Planning for Alternative Findings

A

Assessment suggests partnership working well. Partners need to consider how often to build in a regular review.

B

Assessment suggests partnership is working well in some parts but there are concerns about others. Partners need to decide how to address these areas of concern.

C

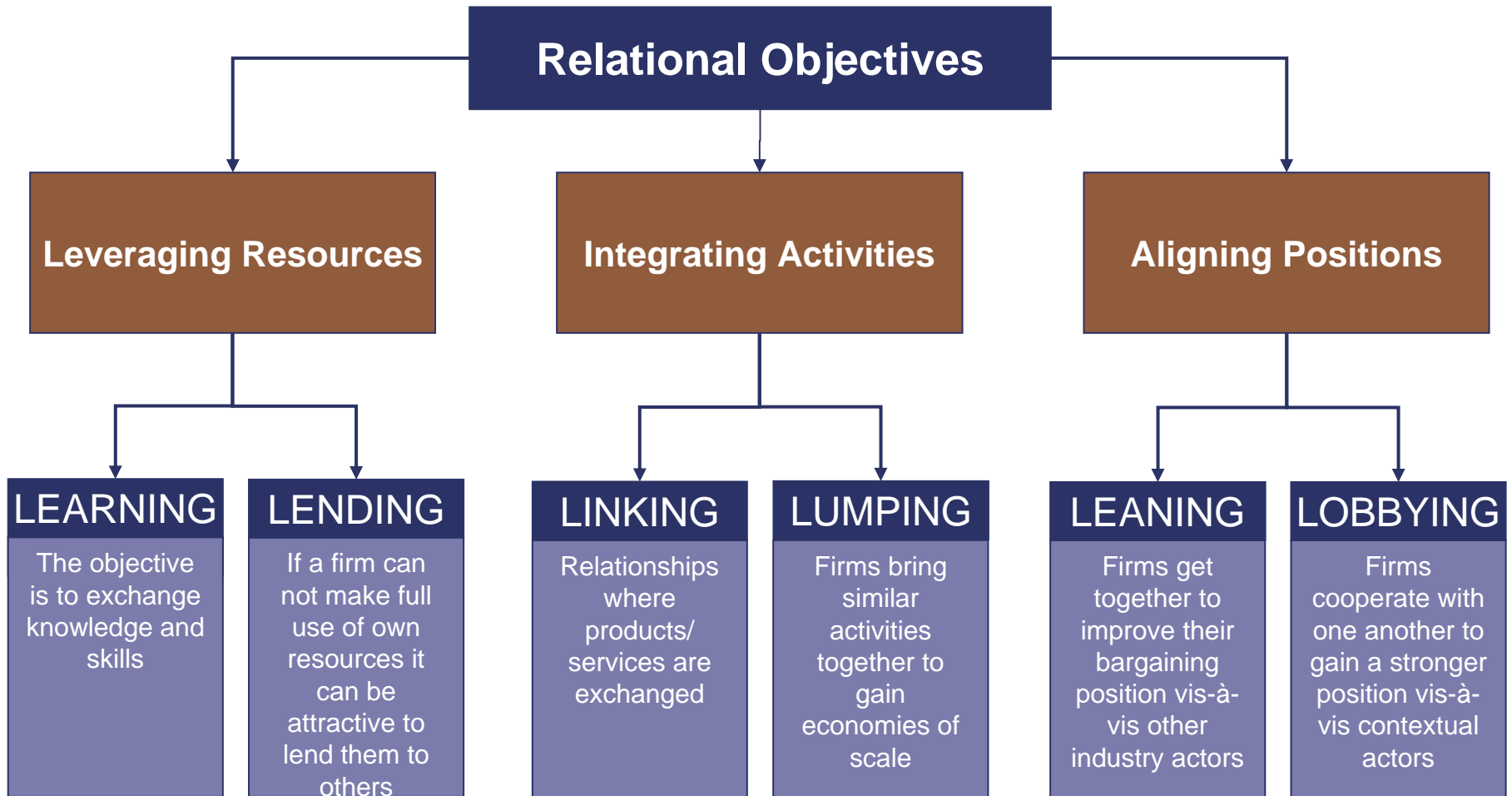
Assessment highlights significant areas of concern which require urgent attention and a detailed plan of action.

# Principles for establishing effective partnership working

- **Principle 1** Recognise and accept the need for partnership
- **Principle 2** Develop clarity and realism of purpose
- **Principle 3** Ensure commitment and ownership
- **Principle 4** Develop and maintain trust
- **Principle 5** Create clear and robust partnership arrangements
- **Principle 6** Monitor, measure and learn

# Relational Objectives

## *Inter-Organizational Cooperation Objectives*



# Principles for establishing effective partnership working

- **Principle 1** Recognise and accept the need for partnership
- **Principle 2** **Develop clarity and realism of purpose**
- **Principle 3** Ensure commitment and ownership
- **Principle 4** Develop and maintain trust
- **Principle 5** Create clear and robust partnership arrangements
- **Principle 6** Monitor, measure and learn

## Figure 4: Developing measures to support an objective

Measures can be developed by asking 'how will the objectives be achieved?'

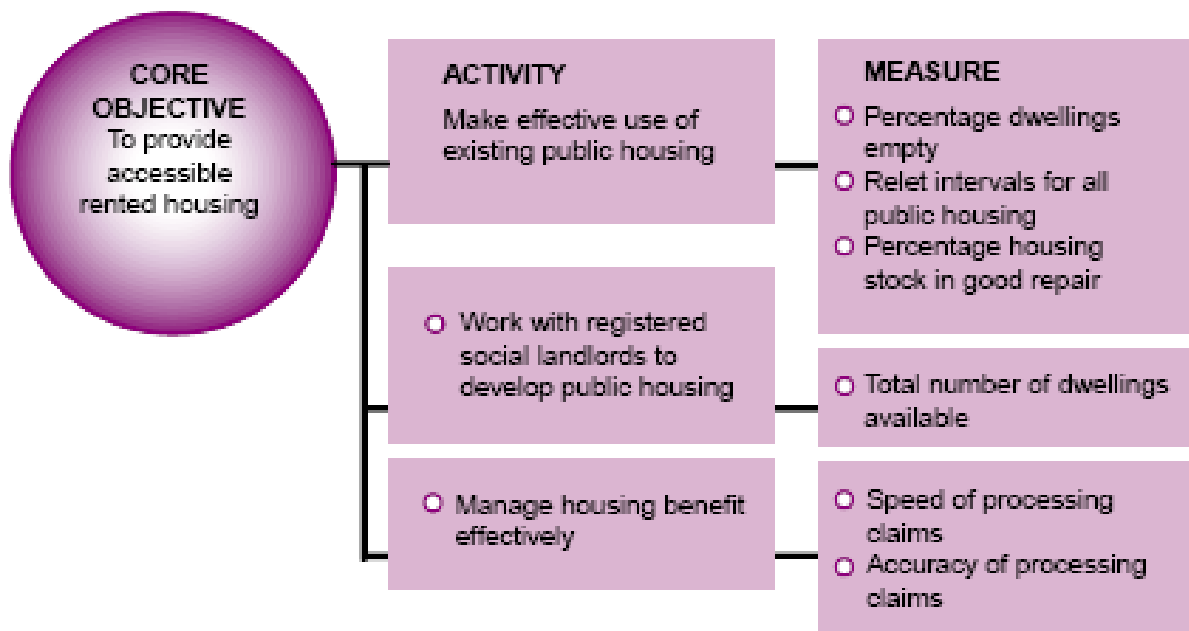


Diagram taken from Audit Commissioner's Paper: Aiming to Improve (Exhibit 3 page 10)

# Principles for establishing effective partnership working

- **Principle 1** Recognise and accept the need for partnership
- **Principle 2** Develop clarity and realism of purpose
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# Principles for establishing effective partnership working

- **Principle 1** Recognise and accept the need for partnership
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- **Principle 5** Create clear and robust partnership arrangements
- **Principle 6** Monitor, measure and learn

How many want to stand on principle, and how many want to back up?



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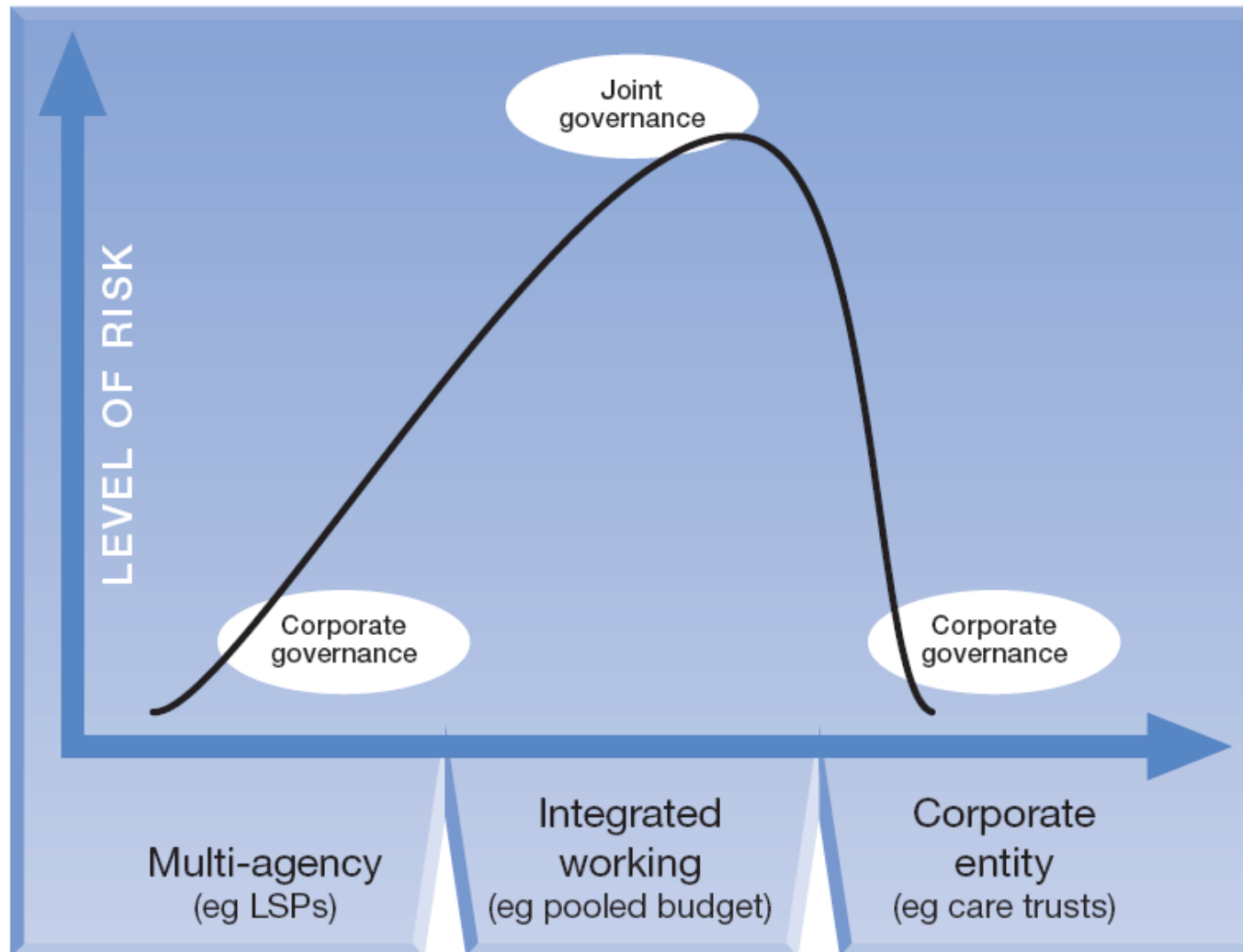
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- **Principle 5** **Create clear and robust partnership arrangements**
- **Principle 6** Monitor, measure and learn

## Figure 7

### Governance risks

Different levels of integration present different governance risks.



Source: Audit Commission

# Principles for establishing effective partnership working

- **Principle 1** Recognise and accept the need for partnership
- **Principle 2** Develop clarity and realism of purpose
- **Principle 3** Ensure commitment and ownership
- **Principle 4** Develop and maintain trust
- **Principle 5** Create clear and robust partnership arrangements
- **Principle 6** **Monitor, measure and learn**

## ASSESSING STRATEGIC PARTNERSHIP THE PARTNERSHIP ASSESSMENT TOOL



Thank You