

### Inputs / Resources for partnership:

- Adequate and secure funding
- Effective IT systems that enable information sharing
- Partnership specific management structure
- Sufficient staff
- Previous experience of joint working

### Partnership activities:

- Develop and articulate shared aims and objectives
- Clarify roles, responsibilities and lines of accountability at operational and strategic levels
- Establish performance management systems that reflect complexity of partnership, capture range of activity and have focus on outcomes

### Engagement / involvement / reach:

- Key staff working at operational and strategic levels are included
- Local communities and voluntary and community sector organisations are meaningfully involved
- Relevant private sector organisations relate to the partnership in appropriate ways

### Stakeholder reactions / awareness:

- The need for the partnership is recognised
- There is commitment to the partnership at operational and strategic levels
- Strategic managers and funders/ central government are realistic about what partnership can achieve

### Knowledge, attitudes, skills and aspirations for effective partnership:

- Different professional approaches and expertise are valued
- Partners are trusted and respected
- Partners feel that relationships are mutually beneficial
- Partners take time to understand the contexts in which each other are working
- There is expertise in project and change management within the partnership
- Staff believe other partners and the partnership as a whole will deliver on objectives

### Practices and behaviours for effective partnerships:

- A flexible approach to developing the work, using resources and determining roles and accountability.
- Regular and effective communication and information sharing between partners at operational and strategic levels
- Regular opportunities for joint working, including meetings, joint training and co-location
- Effective and visible leadership at strategic and operational levels
- Involvement of wider partners and staff in development of procedures and policies
- Services / interventions are holistic and responsive, meeting broad needs of populations / clients
- Services provide specialist support where required
- There are appropriate ways of achieving conflict resolution and consensus building
- The partnership engages in continual reassessment of processes and procedures

### Final outcomes of effective partnerships:

- Improved health and wellbeing
- Reduction in inequalities
- Reduction in offending
- Equitable access to services
- Avoid inappropriate service use
- Reduction in costs
- Responsive service meeting needs and preferences of clients