



Chapter 5, Appendix A: A Checklist Developed from a Review of the Literature

SUCCESS FACTORS FOR PARTNERSHIP WORKING

This checklist is designed to be used in partnership as a discussion aid and quick indicator of successful elements of the partnership's approach and where further development is needed.

Think about the partnership you are involved in. Which of the success factors are present at the moment? Use ticks to indicate how successful the partnership currently is against each factor:

✓✓✓ **Strongly agree**
✓✓ **Agree**
✓ **Disagree**

As a group, compare your answers and discuss where there are gaps and/or areas which would benefit from further development.

PROCESS	✓✓✓ ✓✓ ✓
1. There is a clear, agreed goal for the partnership	
2. The partnership's goal is based on improved outcomes for service users and carers	
3. The goal for the partnership has been turned into clear, costed and attributable actions supported by a realistic plan for implementation.	
4. Partnership work is prioritised to a few, essential areas	
5. The activities, planning mechanisms, decision-making and budgets of the partnership are integrated with each of its member organisations.	
6. Decisions about improvements in services made at the partnership results in changes in the day-to-day practice of each partner.	
7. People attending meetings have authority to make decisions	
8. Key decisions are flagged in advance, so that members can consult	
9. The partnership has the following features of good communication	
<ul style="list-style-type: none"> • Honesty between all partners, based on sharing, rather than withholding, information 	
<ul style="list-style-type: none"> • Clear and regular communication of agreed key issues to staff, the public service user and carers 	
<ul style="list-style-type: none"> • Shared, simplified language – organisational and professional jargon is reduced. Essential technical terms are translated 	
<ul style="list-style-type: none"> • Everyone understands the complexities of the issues the partnership faces 	
10. There is a clear plan to follow for when things go wrong	

STRUCTURE	✓✓✓ ✓✓ ✓
11. The right people and groups are involved in the partnership, including housing and voluntary agencies, users of services, carers and local communities.	
12. There are clear partnership structures	
13. Everyone knows who is on partnership groups, who the group reports to and where and how decisions are made.	
14. Each individual on the partnership has a clear role. They and others understand why they are there	
15. Meetings are interesting and involve everyone	
16. The frequency of meetings is varied according to need and they add value.	
17. Geographical boundaries are shared by different agencies (coterminous)	
18. The views of service users and carers are obtained:	
<ul style="list-style-type: none"> • actively – they are sought out all the time and regarded as equal partners 	
<ul style="list-style-type: none"> • systemically – there is a shared, regular method across the partnership 	
<ul style="list-style-type: none"> • imaginatively - different methods are used to engage with people in their own places 	
<ul style="list-style-type: none"> • as a by-product of delivering services – information about the way service users and carers feel is collected through everyday service delivery and reported back automatically 	
19. The Partnership minimises change in organisational structures and avoids change for the sake of it.	
20. There is good succession planning. The partnership doesn't rely on just one individual.	

PEOPLE		✓✓✓ ✓✓ ✓
Roles		
21.	Members of the partnership have equality around the table. Apparent power or status differences between organisations or individuals are not carried into meetings.	
22.	Members of the partnership are enthusiastic about what can be achieved by working together with other agencies.	
23.	Individual members of the partnership have the partnership objectives clearly reflected in their own personal objectives and those of their managers and staff.	
Behaviour		
24.	There is an agreed set of behaviours which are observed, including:	
	<ul style="list-style-type: none"> • Understanding and respect for other partners' points of view, cultures and structures. 	
	<ul style="list-style-type: none"> • Shared responsibility and the principal of 'equality round the table' 	
	<ul style="list-style-type: none"> • Consistent, clear communication, consciously avoiding language which may be specific to individual professions or organisations 	
	<ul style="list-style-type: none"> • Recognising and respecting differences between social and medical approaches, at the same time as trying to unify approaches where possible, through compromise and negotiation 	
	<ul style="list-style-type: none"> • Open exchange of information 	
	<ul style="list-style-type: none"> • Hearing the views of those with reservations about partnership working and seeking to resolve them 	
	<ul style="list-style-type: none"> • Taking ownership of the agreed strategic direction of the partnership within which you are a member and acting consistently with it 	
Skills And Knowledge		
25.	All partners – service users and carers, voluntary and community sector representatives, practitioners, managers, elected and non-executive members – have their partnership training and development needs assessed and met at the outset and on a regular basis thereafter.	
26.	Opportunities to develop people and organisations in partnership are regularly exploited. This includes:	
	<ul style="list-style-type: none"> • Secondments, shadowing and exchanges between organisations. 	
	<ul style="list-style-type: none"> • Joint project work 	
	<ul style="list-style-type: none"> • Organisational development days 	
	<ul style="list-style-type: none"> • 'Action learning' – learning together from experience, knowledge transfer, 	
	<ul style="list-style-type: none"> • Seeking out examples of good practice, sharing research. 	
	<ul style="list-style-type: none"> • Joint posts 	
	<ul style="list-style-type: none"> • Development of networks based around client groups or localities 	

RESOURCES		✓✓✓ ✓✓ ✓
Money		
27.	Long-term, complex problems are allocated stable long-term funding and administrative support.	
28.	Different budget cycles and other financial constraints placed upon partner agencies are clearly identified and worked around	
29.	Partners understand that they need to contribute resources to problems which may not usually be their responsibility, but which clearly affect their populations.	
30.	Partnership finances are protected from uncontrolled risk and potential future crises in individual services' funding	
31.	Partnership working is funded and staffed adequately.	
32.	It is not assumed that partnership working will make immediate efficiency gains.	
33.	Monitoring and evaluation is built into every initiative. The extra benefits of collaborative working are demonstrated and weighed against the extra cost.	
Information		
34.	IT systems are linked and compatible with each other with cross-organisation communication links	
35.	There are clear and open protocols to encourage sharing of information between organisations	
36.	Partners and service users are happy about the accuracy, regularity and timeliness of the information they receive	
Time		
37.	People's time spent in working across boundaries is valued. They are given support through technology, information and through the rationalisation of partnership working to the most essential priority areas.	

EXTERNAL	✓✓✓ ✓✓ ✓
38. The Partnership identifies those issues which it cannot control, but must be aware of and adapt to as far as possible, such as different accountability relationships and different funding streams	
39. Central departments and governments support partnership working through:	
• being more joined up and working closer together as central departments	
• agreeing single performance frameworks for partnership working	
• reducing demands on monitoring information	
• assisting with network development, guidance and support	
• including measures of partnership in performance frameworks and incentives	
CULTURAL	✓✓✓ ✓✓ ✓
40. The partnership recognises that different individual organisational cultures do not have to be a barrier to effective partnership working. Differences are understood and accepted. Key differences are openly identified and, where they are likely to cause difficulties, planned for in advance.	
41. An atmosphere of trust, loyalty, commitment, open challenge and outcomes focus has been developed in the partnership.	
42. When difficulties arise, all partners have agreed in advance to a conflict resolution mechanism.	