



Health Development Agency

Partnership Working

A Consumer Guide to Resources

Sally Markwell

Further copies of this publication are available to download from the HDA website www.hda.nhs.uk

Acknowledgements

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About the HDA

The Health Development Agency (HDA) is a special health authority established in April 2000. Its role is to identify the evidence of what works to improve people's health and reduce health inequalities, and to work with professionals and practitioners across sectors to get that evidence into practice.

Disclaimer

The information given within this guide was checked by authors and other contributors in May 2003. Please note that all information is subject to change.

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Introduction

BACKGROUND

No one agency or sector in isolation can make a real difference to local quality of life, or achieve what many people want for their communities. Recent years, however, have seen real changes towards integrated action at the local level. Partnership working is increasingly acknowledged as generating solutions to problems that single agencies cannot solve, improving the services that users receive, and enhancing the coordination of services across organisational boundaries. The Health Development Agency (HDA) is keen to offer support to the variety of professional, community and voluntary groups that are developing local partnerships to address health, social and economic issues.

This consumer guide is the result of research into a wide range of publications and interviews with their authors. Collectively, these printed and web-based resources support partnership working across organisations within the public, private and community sectors. The guide will help those planning or engaging in partnership working to select the most appropriate resources.

OVERVIEW

Table 1, on page 2, summarises the resources reviewed in this guide, highlighting key characteristics to aid selection. This is by no means an exhaustive list – the resources considered here for those wishing to understand and develop processes for partnership working have been drawn from a wide variety of material available in many different formats. The criteria for inclusion stated that the resource should:

- Be available in the UK
- Contain general advice and guidance on partnership working
- Be practical and accessible to support the process of partnership development and partnership working.

Each resource is considered according to its function:

- As a **toolkit**, which covers a variety of practical tools and methods for developing and sustaining partnerships
- As an **audit**, providing some form of check or monitoring of the effectiveness of partnership working
- As a **guide**, offering instruction or direction in the process of partnership working.



This icon highlights resources that are web-based or available as a downloadable pdf.

Many resources cover a range of uses and serve more than one function. The majority selected offer a multi-sectoral approach to partnership working, although a minority have been written specifically for individual sectors to use either across departments in a workplace context, or as a tool to support specific issues, such as community involvement.

Table 1: Overview of partnership resources

				TYPE			TARGET GROUP				
				TOOLKIT	AUDIT	GUIDE	BUSINESS/PRIVATE	EDUCATION/TRAINING	LOCAL AUTHORITY	NHS/HEALTH	VOLUNTARY/COMMUNITY
COST	TITLE AND PAGE NUMBER	AUTHOR(S)	DATE								
Free	Community Participation: A Self-assessment Toolkit for Partnerships p 4	Engage East Midlands	2001	■	■	■	■	■	■	■	■
Free	Integrating Action Locally: A Toolkit for Partnerships p 5	Keech, J. and Wilks, S.	2001	■			■	■	■	■	■
Free	Monitoring Tools for Pembrokeshire Alliance for Health p 6	Markwell, S. and Speller, V. (University of Southampton)	2000	■			■	■	■	■	■
£9.95	Partnerships and Networks: An Evaluation & Development Manual p 7	McCabe, A., Lowndes, V. & Skelcher, C. (Joseph Rowntree Foundation)	1997	■			■	■	■	■	■
Free/pdf	Partnership Self-assessment Toolkit p 8	Frearson, A.	2002	■			■	■	■	■	■
Free/pdf	Partnerships with People: A Practical Guide p 9	Department for Trade and Industry	2000	■			■	■	■	■	■
Free/pdf	Pathways to Partnerships Toolkit p 10	International HIV/AIDS Alliance	2002	■			■	■	■	■	■
Free/pdf	Smarter Partnerships: Making the Most of Partnership Working p 11	Johnstone, D. (EDuce Ltd)	2001/3	■							■
Free/pdf	Working in Partnership: A Sourcebook p 12	Thorlby, T. and Hutchinson, J. (New Opportunities Fund)	2002	■			■	■	■	■	■
£13.95	Auditing Community Participation p 13	Burns, D. and Taylor, M. (Joseph Rowntree Foundation)	2000	■	■		■	■	■	■	■
Free/pdf	Governance in Partnerships: Checklist of Good Practice p 14	Department of Health	2000		■	■			■	■	■
Free	Measuring Success: Effective Partnerships Self-assessment Workbook p 15	Todd, G. Edinburgh Partnership	2002		■				■	■	■
Free/pdf	Partnership by Design p 16	Scottish Enterprise Dunbartonshire	2001		■		■		■		■
Free	Quality Standards in Inter-agency Work p 17	Hughes, J. & Settle, D. (The Derwent Initiative)	2001		■		■	■	■	■	■
£40.00	What Makes a Good Partnership? p 18	Hardy, B., Hudson, B. and Waddington, E. (Nuffield Institute)	2000		■					■	■
Free/pdf	The Working Partnership p 19	Markwell, S., Watson, J., Speller, V. Platt, S. & Younger, T. (Health Development Agency)	2003		■	■	■	■	■	■	■
Free/pdf	Working Together: Staff Involvement Self-assessment Tool p 20	NHS Executive (Department of Health)	2001		■				■	■	■
£15.00	A Fruitful Partnership, Effective Partnership Working p 21	Audit Commission	1998			■			■	■	■
£5.00/ £8.00	The Guide to Development Trusts & Partnerships p 22	Wilcox, D. (Development Trusts Association)	1998			■			■		■
£4.95+	The LSP Guide: A Handy Guide to Getting Involved for Voluntary and Community Groups p 23	Sarkar, R. & West, A. (Community Development Foundation & Urban Forum)	2003			■			■	■	■
£13.95	Local Strategic Partnerships: Lessons from New Commitment to Regeneration p 24	Russell, H. (Joseph Rowntree Foundation)	2001			■	■	■	■	■	■
£9.95	Making Partnerships Work: A Practical Guide for the Public, Private, Voluntary and Community Sectors p 25	Wilson, A. and Charlton, K. (Joseph Rowntree Foundation)	1997			■	■	■	■	■	■
Free	Partnership Framework: A Model for Partnerships for Health p 26	Boydell, L. (Institute of Public Health in Ireland)	2001			■	■	■	■	■	■
£12.95	Partnership Working in Rural Regeneration: Governance and Empowerment? p 27	Edwards, B., Goodwin, M., Pemberton, S. & Woods, M. (Joseph Rowntree Foundation)	2000			■	■	■	■	■	■
Free/pdf	Working Together: Guidelines on Partnership Working for the Voluntary Sector p 28	SCVO/STUC Partnership Forum	2001			■					■

Reviews

The assessments follow a standard format:

SOURCE

Price, publisher and contact details.

BACKGROUND

Describes the background development of the resource, significant links with sectors, policy or services, any specific preliminary testing undertaken, and its field of application within the UK.

CONTENT

Offers a brief overview of the resource, referring to type of use, general aims and objectives, and presentation.

CONTEXT

Clarifies the general area of application within specific sectors, disciplines or professions, and suggests uses by particular types of partnerships, coalitions, groups etc.

HOW TO USE IT

Highlights the methods by which consumers may use the resource.

Community Participation: A Self-assessment Toolkit for Partnerships

Engage East Midlands (2001)

SOURCE

Available free to voluntary and community organisations in the East Midlands. Sliding scale of charges to other organisations.

Contact: Nicola Wade, Engage East Midlands
Tel: 0115 934 9528 Email: nicolawade@engage-em.org.uk

BACKGROUND

Community Participation was developed in response to the increasing emphasis on communities being able to shape how partnerships work. It provides practical assistance to people wanting to support greater community participation in their partnerships.

The toolkit has been used with Single Regeneration Budget partnerships and Local Strategic Partnerships (LSPs) in urban, rural and ex-coalfield areas.

CONTENT

The toolkit contains general information on community participation, including a breakdown of local communities, the roles they can play in partnerships and symptoms of possible participation problems. A self-assessment section supports users to map the current participation and to develop a future vision of community participation. The remainder of the toolkit is structured around the 'partnership life cycle', which identifies start-up, planning, implementation, evaluation and renewal phases of partnership working. The toolkit offers a variety of guidance and tools to support participation in each phase of the life cycle. Partnerships can take a 'pick and mix' approach to selecting those exercises which best meet their own needs.

Size: A4 folder, 83 pages. Includes self-assessment exercises, mapping and appraisal tools, guidance, illustrations and a reference section.

CONTEXT

The toolkit encourages users to think about how they can move towards greater community participation. Users may be participants from single or cross-sectoral groups working in a variety of contexts who have identified concerns about their capacity for working with the community and the process of developing partnerships.

HOW TO USE IT

The toolkit is best used as part of an independently facilitated self-assessment process.

Integrating Action Locally: A Toolkit for Partnerships

Keech, J. & Wilks, S. (2001)

SOURCE

Free.

Contact: Judith Keech

Tel: 0174 328 3373 Email: judith.keech@hda-online.org.uk

BACKGROUND

This toolkit documents part of the continuing progress by Shropshire Health Authority and Telford & Wrekin Council towards integrated action on health inequalities in Telford and Wrekin during 1999/2000. As emphasis continued to be placed on the development of partnerships as a way towards reducing health inequalities, Telford and Wrekin began to consider the practical help required to ensure that partnership working forms the mainstream work of all partner agencies.

CONTENT

Integrating Action Locally is structured in four main sections, with an introductory chapter providing background to the inequalities debate. The remaining chapters describe in detail the three main areas of organisational shift required to create the optimum environment for successful partnerships. Explained through organisational development as major mind shifts, strategic change and the development of front-line staff, the chapters offer a variety of exercises, checklists, guidance and local experience to address the major issues affecting these shifts. Each provides a rich source of material, with examples of the related policy development at national and subsequent local levels required to achieve local integration.

Size: A4, 65 pages.

CONTEXT

The toolkit addresses a cross-sector audience, short explanations and references to major documents are provided. It is a key for all those attempting to make sense of the ultimate reasons for partnership working, and may be used as a planning tool, or retrospectively by individuals, coordinators and partnerships engaged in tackling inequalities or generally in developing sound and sustainable partnership approaches towards health improvement.

HOW TO USE IT

Each chapter may be worked through individually or sequentially, as all provide a range of material to support the implementation of change within organisational cultures, strategic development and professional working arrangements. Tools and information may be adapted for local requirements and used especially by partnership coordinators in their working practice.

Monitoring Tools for Pembrokeshire Alliance for Health

Markwell, S. & Speller, V. (2000)

The Wessex Institute, University of Southampton

ISBN 0 7504 2981 X

SOURCE

Free. Available from the Health Promotion Division of the Welsh Assembly Government

Contact: Angela Clements

Tel: 029 208 26541 Email: Angela.Clements@wales.gsi.gov.uk

BACKGROUND

This toolkit was the product of collaboration in 1999 between the Health Promotion Division of the Welsh Assembly Government, the Pembrokeshire Alliance for Health and the Wessex Institute for Health Research and Development. The aim of the project was to develop tools for assessing the process and outputs of an alliance at strategic, organisational and community levels. The work was carried out employing a participatory development process involving the local Alliance partnership.

CONTENT

The toolkit is divided into four sections, with an introduction and guidance on use followed by a selection of six tools with a range of activity sheets. The six tools offer a number of exercises through activity sheets that cover: undertaking a preliminary audit of the partnership; a membership analysis; use of participatory approaches for mapping needs and identifying problems and solutions; developing communication strategies; managing the partnership; and dealing with project evaluation. Each activity sheet provides a template for identifying the time, aim, method and checkpoints required by facilitators in undertaking the activity, and each is supported by an activity template for use with the exercise.

Size: Welsh and English language sections, each 101 pages. Includes photocopiable activity sheets and templates.

CONTEXT

The toolkit contains a range of exercises that could be used in other settings. It is not intended to be exhaustive, but reflects the tools that were applied in Pembrokeshire at that time. Each partnership will need to address different issues at different times, and to varying degrees of detail.

Individuals, groups and organisations wishing to introduce some form of monitoring and evaluation of their partnership through participatory processes may use all the guidance and tools. A level of facilitation skills will be required to coordinate using the activity sheets.

HOW TO USE IT

This toolkit may be used by partnership coordinators in different ways: as a pre- and post-test; as a preliminary audit on an annual basis, with action plans as required; or as a more random selection of tools and activity sheets for discussion and development where appropriate.

Partnerships and Networks: An Evaluation and Development Manual

McCabe, A., Lowndes, V. & Skelcher, C. (1997)

York Publishing Services for the Joseph Rowntree Foundation

ISBN 1-899987-57-6

SOURCE

£9.95. Available from York Publishing Services Ltd. Tel: 01904 430033

Contact: Joseph Rowntree Foundation

Tel: 01904 615905 Email: publications@jrf.org.uk Web: www.jrf.org.uk

BACKGROUND

Partnerships and Networks draws on the authors' recognition of the multi-agency nature of many community programmes, including urban regeneration and community safety. It emerged as a response to the increasing interest in partnerships reviewing their activities and developing more effective ways of working.

CONTENT

This toolkit provides practical activities for partnerships to review, assess, check, evaluate and plan their activities across both partnerships and networks. It offers a variety of training materials in the form of tables, checklists, exercises, comments, and mapping and planning tools to address issues of power, membership and the nature of networking.

The toolkit's four chapters provide clear approaches towards understanding the complexities in thinking about partnerships and networks through attitudes, accountability, leadership, and tensions between them. Training exercises may also be used to consider language, membership, power, risks and involvement, together with a health check for partnerships covering purpose, communications, participation and planning issues. Mapping and recording partnerships and networks offer exercises to bring out issues concerning characteristics, mapping processes, decision-making and governance.

Size: A4, 60 pages. All the included material can be adapted and photocopied (authors should be acknowledged).

CONTEXT

The toolkit offers a practical approach for practitioners working in partnerships and networks to review and challenge their coexistence and develop appropriate monitoring activities.

It may assist practitioners, trainers and managers in a variety of multi-agency initiatives who are involved in managing the complexities of both partnership and network relationships on a day-to-day basis.

HOW TO USE IT

Each chapter provides a range of methods for approaching particular issues in the operation of networks and partnerships. These may be amended and revised in the light of local circumstances and the needs of particular groups. Each issue is presented through a brief introduction followed by a variety of exercises to be undertaken with the partnerships and network members.

Partnership Self-assessment Toolkit

Frearson, A. (2002)

SOURCE



Free. Available to download as a pdf at:
www.haznet.org.uk/hazs/hazmap/leeds_partner-tool.pdf

Contact: Anna Frearson, Health Partnership Manager
Tel: 0113 305 9556 Email: anna.frearson@eastleeds-pct.nhs.uk

BACKGROUND

This practical toolkit has been developed in the recognition that, although the current trend in developing partnerships is positive, many discover difficulties in working effectively. Using the experience of the wide variety of partnerships that exist in Leeds, the author highlights the potential for duplication of effort and dilution of resources and expertise as partnerships continue to emerge.

CONTENT

Described as a toolkit, this document provides a brief overview of good practice in partnership working and includes a tool for assessing the effectiveness of partnership groups. The document is divided into five sections relating to specific stages of partnership development, including a self-assessment tool.

A quick start-up checklist and sample partnership agreement help readers understand the requirements for forming a partnership. Key areas for review are described, and include different components of partnership working: maintaining successful partnerships; the need to understand partners, their cultures and skills; arrangements for communication and involvement; and the process for measuring the impact of a partnership's work and reviewing its success.

Size: A4, 12 pages.

CONTEXT

Although emerging through the experience of a primary care trust, this document targets all sector organisations involved in the development of partnerships. It could be used by anyone involved in developing a partnership at organisation, community and district levels.

HOW TO USE IT

Readers will find it useful to work sequentially through this toolkit, gaining insight into the stages of partnership development. The quick start-up checklist supports those setting up a partnership, and for those already working in partnership the self-assessment tool at the end of the document is a helpful guide for regular review.

Partnerships with People: A Practical Guide

Department of Trade and Industry (2000)

SOURCE



Free. Available to download as a pdf from www.dti.gov.uk/pwp/m9m000002.pdf
see also www.dti.gov.uk/partnershipfund

BACKGROUND

This toolkit emerged through the business sector, and responds favourably to new legislation concerning the principles of fairness in the workplace. It is based on interviews conducted with senior managers, middle managers and their employees, and demonstrates how innovative and successful organisations bring out the best out in their people to achieve significantly enhanced business performance.

CONTENT

This practical toolkit identifies partnership at the heart of what constitutes a responsible and successful organisation. The bulk of the document is organised into five main coloured themes: five paths to sustained success. These provide guidance towards good practice, and each is supported by a loose-leaf worksheet. Recognised levels or stages have been identified within these themes/paths – at these points certain elements of good practice must be established in order to break new ground.

Partnerships with People illustrates how successful management styles can be developed to ensure everyone is able to contribute to the aims and objectives of their organisation. The five pathways to success support change management, from starting out to moving forward and developing new horizons. Key business benefits are described under each pathway, alongside quotes from interviewees.

Size: A4, 21 pages. Themes colour-coded to correspond to removable worksheets.

CONTEXT

The aim of this toolkit is to help organisations manage the change to a style of working that involves and includes all staff. It is a useful tool, providing a menu of ideas for various organisations, both public and private. It may be used by all those involved in improving organisational performance, coordinators of change, team leaders, senior and middle managers, and frontline staff.

HOW TO USE IT

The worksheets follow the five main themes: shared goals, culture, learning, effort and information, and provide a prompt for discussion to enable priorities to be set. Each theme is outlined, ideas worth trying are offered, and useful prompts provided in the form of what to avoid, what ought to be considered, and what is essential in taking ideas forward. A self-assessment mapping grid offers a brief assessment of progress within the five pathways.

Pathways to Partnerships Toolkit

International HIV/AIDS Alliance (1999, 2nd edn. 2002)

SOURCE



Free. Available to download as a pdf or to request an order form from www.aidsalliance.org via Publications and Resources

Contact: James Togut, Communications Officer, International HIV/AIDS Alliance
Tel: 01273 718949 Email: Jtogut@aidsalliance.org Web: www.aidsalliance.org

BACKGROUND

The International HIV/AIDS Alliance is an international non-governmental organisation (NGO) that supports community action on HIV/AIDS in developing countries. This toolkit is the result of recognition by the Alliance and its partners of the importance of building partnerships. Its development has benefited from the experiences, materials and ideas of numerous organisations in many countries.

CONTENT

The toolkit is divided into four sections which take the reader by stages through the process of developing a partnership. Section 1 provides a general introduction to building partnerships; section 2 covers the key steps for developing a partnership plan; section 3 covers how to build strong and effective relationships with partners; and section 4 presents ideas about how NGOs can monitor their experiences in building partnerships and share their lessons with others. The toolkit also includes work cards on building partnerships with specific kinds of organisation.

Size: A4, 71 pages. Includes tables for use in workshops.

CONTEXT

Pathways to Partnerships is primarily intended for groups in developing countries. It is important that people using this resource already have some basic facilitation skills. However, they do not need extensive experience in building partnerships as notes for facilitators appear throughout the toolkit.

It is designed to be used flexibly by facilitators to fit in with each NGO's priorities and work schedule. In practice, some NGOs may want to work through most of the activities systematically as part of a single workshop or retreat; others may decide to work through one activity at a time over several months, or to select activities according to their specific needs.

HOW TO USE IT

Facilitators can work through the toolkit with an individual NGO or a group of NGOs. It can be used to make a plan for building partnerships, to enhance specific skills and/or to share experiences. Facilitators can use the stages developed in sections 2 and 3 as a basis for group discussion with participants, and can work through all, or a selection of, the work cards modifying them if necessary to meet the specific needs of NGOs.

Smarter Partnerships: Making the Most of Partnership Working

Johnstone, D. (2001–2003)

Employers' Organisation for Local Government/EDuce Ltd

SOURCE



Free. Interactive online at www.lgpartnerships.com

Contact: Derrick Johnstone

Tel: 01223 421685 Email: derrick.johnstone@educe.co.uk

BACKGROUND

The Employers' Organisation for Local Government aims to promote learning and skills development which leads to more effective, collaborative, joined-up working. This toolkit has been produced to assist local authorities and their partners.

CONTENT

This interactive toolkit is based on a model for smarter partnerships developed from research for the Local Government National Training Organisation. One diagnostic tool helps users assess how well a partnership is functioning, and recommends steps to strengthen it. Another can be used by individuals, teams or partners to identify their learning and skills needs. A range of case studies and facilitation tools are provided, along with links to other resources relevant to learning and improving partnership performance. Registered users receive periodic updates detailing new resources and additions to the site.

Four main themes lead the user through the toolkit and provide information and resources concerning: leadership, trust, learning, and managing for performance. Each theme is addressed at different levels throughout the resource, and underpins a clear framework for review, skills development and supporting new and existing partnership structures and functions.

Some of the tools and assessment forms may be downloaded as pdfs for further reflection or use offline in a partnership/team setting.

CONTEXT

Practical suggestions for those developing partnerships are provided throughout this resource. In particular, these include opportunities for partners to learn together. This can be particularly valuable where the individuals concerned do not know each other well and have little mutual understanding, or in subsequent stages of partnership development when the focus is on improving delivery.

The tools are geared particularly to those who are involved in partnerships with strategic roles, although much of the content is relevant to the operational concerns of joined-up working.

HOW TO USE IT

The interactive nature of this toolkit provides an opportunity for users to undertake a quick health check of their partnership, which leads on to analysing in more depth how the partnership is working and how to improve it. Links are offered to help assess how the partnership is faring and pose questions about how to strengthen it. Opportunities to assess learning needs can support a review of individual or team development needs, or those of a partnership, against key themes for effective partnerships.

Working in Partnership: A Sourcebook

Thorlby, T. & Hutchinson, J. (2002)
New Opportunities Fund

SOURCE



Free. Available to download as a pdf at:
www.nof.org.uk/contents/gen/research/download/partnership/sourcebook.pdf

Contact: New Opportunities Fund
Tel: 0845 0000 120 Email: www.nof.org.uk

BACKGROUND

The New Opportunities Fund (NOF) acknowledges that partnership working brings many challenges, and as a national funding body is committed to supporting projects based on partnership. This NOF toolkit draws on established good practice, academic research and new research taken from 12 case studies of current partnerships around the UK.

CONTENT

This toolkit aims to encourage organisations and groups to work in partnership and help them to do so effectively. It is intended as a practical source of ideas and suggestions for both new and existing partnerships. The toolkit does not contain ready-made answers, but is designed to help the user think through issues.

The main content builds around five key challenges: (i) choosing to work in partnership; (ii) setting up – the early stages; (iii) planning and delivery; (iv) evaluating progress; (v) moving on. Under each heading, key issues are described, case study examples given to illustrate major points, and a checklist of questions assists users in reviewing their own situation. Further information is highlighted and readers are sign-posted to other sections that may be of further relevance. The final section suggests further sources of information and other publications.

Size: A4, 69 pages. Includes illustrations, checklists and tables.

CONTEXT

The toolkit is primarily aimed at organisations currently funded by, or seeking, NOF resources. However, it may also be of relevance to a wide range of partnerships.

HOW TO USE IT

Working in Partnership can be used by individuals simply as a source of ideas and advice. It contains self-assessment checklists that could be used by individuals or groups within a partnership, and sets out key challenges likely to arise at each stage in a partnership's life cycle, describes some common experiences, and offers advice on how to respond.

Auditing Community Participation

Burns, D. and Taylor, M. (2000)

Policy Press for the Joseph Rowntree Foundation

ISBN 1-86134-271-3

SOURCE

£13.95. Available from Marston Book Services Ltd. Tel: 01235 465500

Contact: The Policy Press

Tel: 0117 331 4054 Web: www.policypress.org.uk

Free summary available at: www.jrf.org.uk/knowledge/findings/housing/770.asp

BACKGROUND

This handbook emerged from research on community involvement in the City Challenge and Single Regeneration Budget partnerships, funded by the Joseph Rowntree Foundation and undertaken by Goldsmiths College, University of London and the Universities of Brighton and Bristol. As residents identified themselves as being on the margins of partnerships, discussions were facilitated and tools piloted, and this set of audit tools is the product of that process.

CONTENT

An introductory section explains the principles and processes behind the audit tool, which addresses four key questions: (i) what to measure? (ii) how to measure? (iii) what the measures offer? (iv) who should perform the audit? The tool is presented as a series of tables grouped into five categories. There are 14 questions developed across the five categories, and for each question there is a tool or appraisal exercise. Three main types of tool offer baseline mapping exercises, checklists and scales.

The five categories for the audit tables explore: (i) mapping the context for participation; (ii) the quality of participation strategies; (iii) the capacity of partner organisations; (iv) the capacity of communities to participate effectively; (v) development of impact assessments. The tools are designed to identify the elements that make for effective partnership with communities, the options available for effective community participation, room for improvement, good practice and external validation.

Size: A4, 62 pages. Includes tables for completion.

CONTEXT

All the tables and exercises can be used to enable detailed comparisons between different groups involved in the audit, eg comparisons between local councillors' views about barriers to participation may be compared with those of people from different local communities. The exercises can be used as a self-assessment tool, although it is suggested that they would be more effective if an outside facilitator is used.

Although this audit tool was designed for regeneration partnerships, it could be used for other initiatives that require public bodies to engage with communities.

HOW TO USE IT

Each of the tables/tools within this handbook is designed to offer participants issues for debate. These can be customised to the local situation and aim to identify issues for effective participation within communities. A seven-step process for undertaking the audit is illustrated.

Governance in Partnerships: Checklist of Good Practice

Department of Health (2000)

SOURCE



Free. Available to download as a pdf file from:
www.haznet.org.uk/resources/book_governance-checklist.pdf

Contact: Department of Health
Tel: 08701 555455 Email: doh@prolog.uk.com Web: www.doh.gov.uk (pdf available)

BACKGROUND

The checklist was developed by a working group comprising representatives from the Department of Health, Health Action Zones, District Audit and Merseyside Internal Audit, in the context of increasing government emphasis on the need for a more joined-up, holistic approach to social issues.

CONTENT

The document sets out a suggested checklist of good practice for governance in partnership organisations, intended as an *aide memoire* to help partnerships address key governance issues that can arise in partnership working.

The 12 headings for key governance issues are: leadership, planning, reporting performance, decision-making, standards of conduct, financial arrangements, consultation, communication, appointment of staff, complaints, legality, and audit. Tables provide cross-references to supporting issues highlighting strategic policy-making and operational structures, partnership leader responsibilities, planning guidance, performance management, decision-making, partnership agreement, personnel policy, and good practice protocol. Appendices provide a list of members of the Health Action Zone governance working group, and examples of partnership in the UK.

Size: A4, 34 pages.

CONTEXT

The checklist was developed for use by Health Action Zones but many of the issues it addresses are relevant to other public sector partnerships, and other partnerships will also find the document helpful. It acknowledges the considerable variation in partnerships in terms of size, complexity, population coverage and objectives, and is of use to a variety of partnerships at different stages of development.

HOW TO USE IT

Under each of the 12 headings describing elements of governance is a list of issues that partnerships may consider in determining whether their processes for decision-making and accountability are transparent and robust. Each list cross-refers to a table setting out issues that might be incorporated into good governance practice for the partnership.

Measuring Success: Effective Partnerships Self-assessment Workbook

Todd, G. (2002)
Edinburgh Partnership

SOURCE

Free.

Contact: Gary Todd
Tel: 0131 469 3842 Email: gary.todd@edinburgh.gov.uk

BACKGROUND

A comprehensive review of partnership working has been undertaken as part of the evolving community planning process in Edinburgh. This review recognised the need to demonstrate the achievements and accountability of the plethora of joint working arrangements – *Measuring Success* is an informal, internal working document developed as a tool for measuring effective partnership working.

CONTENT

The approach employed in this workbook is loosely based on the European Foundation for Quality Management's Excellence Model, a framework that enables organisations to assess and diagnose their performance. Part 1 (self-assessment) is divided into seven sections: (i) overall performance; (ii) stakeholders; (iii) leadership; (iv) making plans; (v) people; (vi) partnerships and resources; (vii) ways of working. Users are asked to respond to three simple statements in each section, and to list strengths and areas for improvement. Part 2 helps prioritise areas for improvement, taking eight factors into account: survival, success, stakeholders, urgency, resources, people, risk and ease. Part 3 shows how to turn high priority areas for improvement into clear, achievable goals using the acronym SMART (specific, measurable, achievable, resourced, time-bound). Part 4 provides a mechanism for reviewing progress on the achievement of SMART goals. Templates for developing activities are provided.

Size: A4, 30 pages. Available in print and by email.

CONTEXT

The workbook is a simple tool designed as a first step for partnerships, joint working groups and their respective boards of management and members.

Partners can complete the workbook on their own or with other partners. A group may include stakeholders and other relevant partnerships.

HOW TO USE IT

Individuals working through this on their own may take up to three hours, but it need not be finished in one sitting. Working in a group will probably take longer, but will also give more thorough information and a better chance of long-term commitment to acting on the areas for improvement identified. Those working in a group may benefit from going through the workbook individually beforehand. Areas that are the source of biggest differences may then be discussed.

Partnership by Design

Scottish Enterprise Dunbartonshire (2001)

SOURCE



Free. Available from Scottish Enterprise Dunbartonshire as a pdf file in Word format. More detailed information and support can be agreed as appropriate.

Contact: Alison Bennett, Scottish Enterprise Dunbartonshire
Email: alison.bennett@scotent.co.uk

BACKGROUND

The information pack has been developed by Scottish Enterprise Dunbartonshire (SED), working with local staff and partners to address its main business model: partnership.

CONTENT

The information pack comprises a range of separate, downloadable files. These offer a variety of guidance information, templates for review and model formats for capturing results, frameworks for supporting detailed interviews, communication formats, feedback template and checklists. An internal online access database has been developed to manage the appraisal information. This could be used by other organisations, but would require modification first. A series of small Word files provides a presentation, introduction to *Partnership by Design*, and web questionnaire – new partnership, process diagram and product list, introduction to the clipboard, and sample report.

The package is organised as a checklist around seven key characteristics: (i) clear purpose and roles; (ii) the right people; (iii) effective working arrangements; (iv) strong communication networks; (v) sustained customer focus; (vi) commitment to continuous improvement; (vii) partner organisation support.

CONTEXT

The information pack may be adapted for use by Local Strategic Partnerships (LSPs). It provides scope for reviewing partnerships and relationships from the perspective of individuals, a team or a specific organisation.

HOW TO USE IT

The information pack follows a three-stage process of intelligence, appraisal and full review. Prior to reviewing individual partnerships, the tool provokes an audit of the number of partnerships operating in the area. This intelligence information provides the basis for prioritising partnerships to be appraised and reviewed. The appraisal has three sections covering basic information about the partnership, the impact and contribution of the partnership to local strategic objectives, and an overall assessment of the partnership. The appraisal is done via the *Partnership by Design* database using a web-based system of forms. A clipboard is used for the full review, providing a semi-structured document in the form of a questionnaire which forms the basis for discussion. This more detailed appraisal involves collecting the views of partnership representatives, followed by interviewee feedback, analysis leading to a plan of action, and implementation with monitoring agreements.

Quality Standards in Inter-agency Work

Hughes, J. and Settle, D. (2001)
The Derwent Initiative

SOURCE

Free while stocks last.

Contact: The Derwent Initiative
Tel: 0191 274 5858 Email: judy@tdinorthumbria.org

BACKGROUND

These guidelines are based on eight years' practical experience of promoting an inter-agency response.

CONTENT

This audit offers a set of quality standards for inter-agency work. It is divided into four sections: the first three provide background and the fourth sets out a quality standards framework. Definitions of inter-agency work explain issues around aims, commitment, management, communication, evaluation and accountability. The structure of inter-agency projects is highlighted through illustrations and guidance concerning the interactions between levels of strategic leadership, executive management and operational implementation. The quality standards offer statements under four headings: leadership; operational management; communication and information exchange; monitoring and evaluation.

Size: A4, 22 pages.

CONTEXT

The guidance statements offered in this document may apply to all involved in inter-agency work, and also inter-speciality and inter-disciplinary working. For example, the principles of this work could apply to multi-disciplinary health teams or area child protection committees.

Quality Standards in Inter-agency Work may be used by those involved in bringing together various agencies, specialists and disciplines as equal partners aligned to a common purpose, while at the same time acknowledging, maintaining and respecting their individual integrity.

HOW TO USE IT

To make the best use of the quality standards, readers should study the first three sections carefully and understand the practicality of the standards developed in this document.

What Makes A Good Partnership?

Hardy, B., Hudson, B. & Waddington, E. (2000)
Nuffield Institute for Health
ISBN 1-900167-95-6

SOURCE

£40.00. A second generation of the resource is under development with the Office of the Deputy Prime Minister. This will be available mid-2003.

Contact: Eileen Waddington
Tel: 0113 233 6352 Email: E.Waddington@leeds.ac.uk

BACKGROUND

This audit emerged through collaboration between the Department of Health and the NHS Trent Region in response to the need for a simple self-assessment tool for partnership working. It has been piloted with performance management professionals and used in facilitation workshops to review and plan the process of partnership working. It is currently applied in various sectors engaged in partnership working across the UK.

CONTENT

This self-assessment tool is presented in two stages. Stage 1 supports the drawing of a rapid profile of the partnership, developed through six key principles, which forms the basis for a more in-depth partnership assessment through interview or group work, described in Stage 2. Appendices offer two examples of approaches that could be used in undertaking the in-depth partnership assessment and rapid partnership appraisal scoring categories.

Six partnership principles are described, underpinned by key elements and their explanation: (i) recognition and acceptance of the need for partnership; (ii) development of clarity and realism of purpose; (iii) ensuring commitment and ownership; (iv) developing and maintaining trust; (v) creating clear and robust partnership working arrangements; (vi) the ability to monitor, measure and learn.

Size: A4, 32 pages. Assessment sheets are available as single handouts.

CONTEXT

The tool can be used to anticipate and address barriers to effective partnership working, as well as identifying the areas of difficulty, and can provide the basis for a jointly owned development programme.

It is applicable to many cross-sectoral partnerships, although it was developed in the context of health and social care. The tool may be used by new, emerging or existing partnerships, and partnerships of different organisational levels through intra/inter-organisational and joint working arrangements.

HOW TO USE IT

Initial briefing on the six key principles is emphasised for participants using this tool. The rapid profiling exercise will contribute to developing a series of partnership profiles, the results of which indicate requirements for further assessment. The in-depth assessment process will take considerably longer and may involve engaging a facilitator, with some face-to-face activity. The final stages of the process will require agreement of an action plan, with timescale and review mechanisms.

The Working Partnership

Markwell, S., Watson, J., Speller, V., Platt, S., and Younger, T. (2003)

Health Development Agency

ISBN 1-84279-123-0

SOURCE



Available free (a limit of two copies) from:

Health Development Agency, PO Box 90, Wetherby, Yorkshire LS23 7EX

Tel: 0870 121 4194 Fax: 0870 121 4195 Email: hda@twoten.press.net

and to download as a series of pdf files from: www.hda.nhs.uk and www.healthaction.nhs.uk

For general enquiries contact: Email: communications@hda-online.org.uk Tel: 020 7430 0850

BACKGROUND

This resource was initially designed as a response to the World Health Organization, Investment for Health initiative, launched in Verona in 1998. The resource, then known as 'The Verona Benchmark', was piloted across over 17 test sites in the UK and Europe. As a benchmarking and assessment tool, it enabled partnerships to assess their progress against evidence-based criteria and share good practice. After extensive review, the tool has been re-structured and re-launched by the Health Development Agency as *The Working Partnership*.

CONTENT

The Working Partnership is presented in three books: Book 1 introduces the assessment process and its benefits; Book 2 provides the short assessment manual; Book 3 offers a follow-up in-depth assessment and guide to continuous improvement. The resource is based upon six key elements of good practice in partnership working – leadership, organisation, strategy, learning, resources and programmes. Each of the six colour coded elements is described in relation to its importance and meaning for partnership working. Assessment is linked to action undertaken and planned in relation to these elements, with ideas for further action as part of the cycle of continuous improvement in Book 3. Books 2 and 3 also feature references, a bibliography, a glossary and resource links. An appendix in Book 3 provides information concerning the scoring and analysis of assessment data. Photocopiable versions of all the assessment tables and summary scoring tables are also provided.

Size: A4 (3 books: 17; 34 and 73 pages respectively and 46 photocopiable sheets contained in a folder).

CONTEXT

The Working Partnership has been devised with and for people whose role it is to support partnership development and improve the quality of partnership working in both established or newly evolving partnerships. It is relevant to all types of partnerships and can be used to: demonstrate achievement and build on good practice; identify areas for improvement and capacity building; track progress in delivering shared objectives and improving services.

HOW TO USE IT

Good facilitation skills and credibility within the partnership are needed for those intending to facilitate the use of this resource. *The Working Partnership* takes a self-assessment approach and offers partnership members the opportunity to develop self-awareness and an honest, open approach to the assessment of strengths and weaknesses. A number of ways are provided to carry out an assessment. The short assessment (Book 2) allows partners to identify the levels of action undertaken within each of the six elements. This can be done as individuals and/or within a whole group exercise. The in-depth assessment (Book 3) provides an opportunity to further examine areas identified for improvement within the short assessment. Any element may be worked through in detail, to identify and agree action to be undertaken. Assessment should be reviewed to identify both strengths and areas for improvement. Collated results from individual responses to the in-depth assessments can be summarised on overall scoring tables provided within the resource. Scoring the assessments may demonstrate the level of consensus of perceptions and understanding among the group.

Working Together: Staff Involvement Self-assessment Tool

NHS Executive (2001)
Department of Health

SOURCE



Free.

Contact: Department of Health
Tel: 08701 555455 Email: doh@prolog.uk.com
Web: www.doh.gov.uk/pdfs/staffinself.pdf

BACKGROUND

This audit tool grew out of the recommendations of the NHS Taskforce on Staff Involvement. It aims to help assess the progress an organisation has made in involving staff in planning and delivering services. Staff involvement is not an end in itself, but is an important aspect of good practice in managing staff, and part of a wider spectrum of good organisational development practices.

CONTENT

This audit tool presents a development process with the aim of continuous improvement, starting from a high or low level of partnership and involvement. Seven standard templates address: (i) committed and demonstrable leadership; (ii) full organisational involvement in vision and planning; (iii) clear and accessible communication processes for all; (iv) a culture of openness and trust for staff contributions; (v) devolution of responsibility to individuals and teams; (vi) early and effective engagement of trade unions; (vii) a programme of staff training and development that recognises staff value and involvement. An annex provides the NHS Taskforce on Staff Involvement recommendations.

Size: A4 (landscape), 19 pages. It may be downloaded as a pdf file from the Department of Health website: www.doh.gov.uk/pdfs/staffinself.pdf.

CONTEXT

The audit tool is intended to be used as part of a joint review of progress by management and trade unions working in partnership.

Users may find that in a large organisation different departments or units are at widely differing points on the involvement scale – this may be tackled by assessing the whole organisation first and then homing in on smaller units; or by conducting the assessment at unit level and then building up an overall picture.

HOW TO USE IT

As users address each standard template, a response rate identifies the extent to which the statements have an impact on the organisation. A range of evidence including written evidence, tangible actions, staff perceptions and hard statistics can provide examples of responses to these statements. The evidence then builds up a picture of what is going on in the organisation. Each template also provides an 'action required' column.

A Fruitful Partnership, Effective Partnership Working

Audit Commission (1998)
ISBN 1-86240-075-X

SOURCE

£15.00.

Contact: Audit Commission Publications
Tel: 0800 502030 Email: enquiries@audit-commission.gov.uk
Web: www.audit-commission.gov.uk

BACKGROUND

The Audit Commission recognises the increasing need for partnership working that has emerged through local agencies – particularly councils dealing with complex problems given prominence through changes in national policy. It has developed this guide based on fieldwork in 14 different partnerships, and the experiences of over 150 people.

CONTENT

Divided into six sections, *A Fruitful Partnership* describes the stages of development of partnership working, offering a variety of illustrations, checklists and brief case studies to highlight key stages in planning, managing and reviewing partnership development. A number of factors are identified to help organisations decide how to work in partnership, and to help them be effective. These include considerations prior to starting in partnership, partnership arrangements, maintaining commitment and involvement, measuring progress, and dealing with the most effective deployment of resources.

Size: 51 pages.

CONTEXT

The guide aims to help board and authority members and service officers in local government, the NHS and the police to make better decisions about when to set up a partnership, and to improve the effectiveness of existing and future partnerships.

It may be used by statutory, voluntary and private sector organisations, and may also be of interest to central government departments.

HOW TO USE IT

The guide follows the main stages in the life cycle of a partnership, spelling out the likely problems and some ways of overcoming them. Each section ends with a set of key questions which are drawn together in the centre of the guide in a pull-out checklist. Partnerships may wish to use the checklist as a starting point for reviewing their activities.

The Guide to Development Trusts and Partnerships

Wilcox, D. (1998)

Development Trusts Association

ISBN 0-95314-690-3

SOURCE

£5.00 for DTA members, £8.00 for non-members (incl. p&p).

Contact: Development Trusts Association
Tel: 0845 458 8336 Email: info@dta.org.uk

BACKGROUND

Development trusts and similar partnerships have been an essential component of urban and rural regeneration programmes. The strength of development trusts is that they demonstrate creativity and added competence that comes from bringing together expertise and enthusiasm from the public, private, voluntary and community sectors. This guide has been developed to support sustainable partnerships through development trusts.

CONTENT

The main section of the guide provides some theory and practical guidelines on partnerships and an ideal process for setting up a development trust. This is supplemented by an A to Z of topics relevant to development trusts and all partnerships. Three appendices provide checklists for development trusts, as well as useful publications, organisations and case studies.

The guide centres on the importance of effective partnership working in the development of a trust. Examples of requirements for levels of community participation, active engagement, communication, board meetings, financial sustainability and project management accompany checklists for milestones, resources and the competencies of those involved.

Size: A4, 87 pages in ring binder.

CONTEXT

This guide is intended for anyone interested in how our towns, cities and villages may be regenerated through the involvement of those with the greatest stake in their future – the people who live and work there. The guidelines may be used by those in public, private, voluntary and community sectors as a generic tool for considering the development of partnerships and development trusts.

HOW TO USE IT

This guide will support all those who wish to know more about the developmental processes concerning trusts and partnerships, and may be used as a reference resource to highlight key issues relating to the structures, participation and management of both.

The LSP Guide: A Handy Guide to Getting Involved for Voluntary and Community Groups

Sarkar, R. & West, A. (2nd edn. 2003)

Community Development Foundation and Urban Forum

SOURCE

£4.95 plus 10% p&p (minimum £1.00) per copy.

Bulk order rates: Available. Please contact the publishers.

Contact: CDF Publications

Tel: 020 7226 5375 Email: admin@cdf.org.uk

BACKGROUND

This guide responds to the government's initiative towards creating a better system for planning services that involves local people having a chance to say what they want. It aims to offer understanding and encouragement to individuals and community groups about the development of Local Strategic Partnerships (LSPs) and the formulation of community strategies.

CONTENT

The first part of the guide presents questions and answers on the background and development of LSPs, accompanying community plans, what these developments mean for local groups, and the potential for them to become involved. A nine-point colour-coded checklist presents ideas around setting up an LSP, with questions for community members to consider. The second part provides a list of contacts and information concerning other groups/networks involved in developing LSPs across England.

The eleven chapters explain the aims of a community strategy and the importance of creating a shared vision by looking ahead at future service needs and developments. They also set out the aim of the LSP – which builds on the past and helps community and voluntary groups with their work and service provision, as well as listening to the ideas of residents. The guide identifies where community and voluntary groups fit in, what this means for them, and how they can become involved. Explanations are also provided concerning the role of local and regional government.

Size: A5, c. 40 pages including appendices for further reading.

CONTEXT

This guide is useful for all members of local communities who may like to become more involved in their area. It may be discussed within local residents' groups, playgroups, schools, libraries and carer schemes. Most importantly, people need to be able to understand the new planning arrangements and how they may contribute to the process. In particular the guide encourages members of community and voluntary groups operating at different levels in the community to become involved because they all have a great deal to offer and may be in a position to speak up for service-users and residents.

HOW TO USE IT

All community members may gain something from reading this guide and discussing the issues with other local people. It will help them to challenge best practice within local authorities that are responsible for setting up the LSPs and coordinating consultation for the community strategies.

Local Strategic Partnerships: Lessons from New Commitment to Regeneration

Russell, H. (2001)

Policy Press for the Joseph Rowntree Foundation

ISBN 1-86134-370-1

SOURCE

£13.95. Available from Marston Book Services Ltd. Tel: 01235 465500

Contact: The Policy Press

Tel: 0117 331 4054 Web: www.policypress.org.uk

Free summary available at: www.jrf.org.uk/knowledge/findings/housing/n51.asp

BACKGROUND

Local Strategic Partnerships is based on a research project from April 1999 covering the first two years of the New Commitment to Regeneration (Phase 1, Pathfinders). This was developed by the Local Government Association, with government support, as a new approach to tackling regeneration through partnership at a strategic level.

CONTENT

This practical report identifies lessons for good practice which have influenced Local Strategic Partnerships (LSPs). It focuses on the structures and processes of strategic partnerships seen in the context of change management, and on the need to combine an action-oriented approach with appropriate reflective processes. Using case study examples, the report demonstrates what works in effective strategic partnerships and highlights the implications for partner organisations and the role of government.

Each of seven elements (shared values, strategy, structure, systems, style, staff and skills) is presented as a significant ingredient of change. Together they provide a model for examining the interactions of the different dimensions of partnership. The report also illustrates the factors that drive or inhibit change.

Size: A4, 70 pages. Includes a glossary, appendices and a bibliography.

CONTEXT

Local Strategic Partnerships will be helpful to those with an interest in regeneration and governance working at national, regional and local levels, and those involved in the development of LSPs. It may be used proactively with new or developing partnerships, and has the potential for use in monitoring partnership processes.

HOW TO USE IT

The report provides a framework of seven elements for partners from various organisations/sectors who are seeking to put together a strategic partnership. It also highlights five stages of a partnership's development, and points to key questions that need to be asked at these different stages.

Making Partnerships Work: A Practical Guide for the Public, Private, Voluntary and Community Sectors

Wilson, A. & Charlton, K. (1997)

York Publishing Services for the Joseph Rowntree Foundation

ISBN 1-899987-39-8

SOURCE

£9.95. Available from York Publishing Services. Tel: 01904 430033

Contact: Joseph Rowntree Foundation

Tel: 01904 615905 Email: publications@jrf.org.uk Web: www.jrf.org.uk

BACKGROUND

The report draws on a series of nearly 60 in-depth interviews with senior personnel currently involved in 12 different cross-sectoral partnerships in England and Scotland. Despite the diversity of partnerships studied, there is a large degree of consensus as to what constitutes successful management processes in the development and implementation of partnership initiatives.

CONTENT

Making Partnerships Work highlights the wide range of variables that have an impact on approaches to partnership management, and presents a development model of partnership as a staged process. It highlights key lessons observed at each stage of partnership development, and cites experiences from the partnerships reviewed.

Each chapter provides a pragmatic approach to partnership working, identifying the detail of partnership development including: stakeholder mapping; community involvement; strategies for informed decision-making; clear communication and promotion; coordination of management boards and teams; the importance of inter-personal skills and conflict management; the measurement of inputs and outputs; and positive publicity and reflection.

Size: A4, 69 pages. Includes appendices concerning interviewees, the partnerships studied and a bibliography.

CONTEXT

Many sources of partnership working are cited, from voluntary and community to statutory and business sector partnerships. Recommendations from this report may apply to all those involved in partnership working across these sectors.

The report offers practical advice and examples of how managers in the public, private and voluntary sectors can work together to develop and maintain cross-sectoral partnerships.

HOW TO USE IT

A development model of partnership working is outlined at the start, and focuses on five stages of partnership development. The remaining four chapters elaborate on these stages, offering a mixture of guidance, partners' experience, checklists and examples from emerging partnerships concerning particular issues of vision, management, activity, evaluation and further planning.

Partnership Framework: A Model for Partnerships for Health

Boydell, L. (2001)
Institute of Public Health in Ireland
ISBN 0-9540010-0-1

SOURCE

Free. Available from the Institute of Public Health in Ireland. Email: www.publichealth.ie

Contact: Dr Leslie Boydell
Tel: 028 9064 8494 Fax: 028 9064 6604 Email: lboydell@publichealth.ie

BACKGROUND

The need for multi-sectoral collaboration is recognised in the health strategies of Ireland and Northern Ireland. This document is based on the experience shared by 31 participants at a workshop organised by the Institute of Public Health in Ireland in December 1999. The purpose of the workshop was to identify barriers to, and solutions for, partnership working.

CONTENT

The *Partnership Framework* is described as a comprehensive guide to the formation of new partnerships to enhance existing efforts and/or evaluate the progress of developing partnerships. The *Partnership Framework* is formed out of the basic elements of foundation, process and impact, and related elements: (i) grounding – building on a bedrock of diverse people, groups and organisations who share a desire to work in a relationship with each other; (ii) core foundation – shared purpose and hoped-for benefits of collaborative efforts; (iii) process and contextual factors – affecting the everyday activities of the collaboration; and (iv) impacts and outcomes – what is achieved, planned and unplanned, by working in collaboration.

Size: A5, 38 pages.

CONTEXT

The framework is offered as a model to assist with building more effective and sustainable partnerships for those involved either directly, or indirectly, in partnerships for health.

Partnership Framework is for people who want to learn to sustain a partnership, and for those who want to make partnerships more effective in realising specific outcomes. It may also be for people who are interested in addressing an array of complex problems that resist simple fixes.

HOW TO USE IT

The framework can be used as a tool for communication, setting direction and focus, defining results, leveraging new resources or diagnosing problems. It may be customised to reflect the reality of a partnership's own context and processes, to build a deeper shared understanding of what the partnership stands for, where it is going, its own community environment, and how it intends to make its outcomes a reality.

Partnership Working in Rural Regeneration: Governance and Empowerment?

Edwards, B., Goodwin, M., Pemberton, S. & Woods, M. (2000)
Policy Press for the Joseph Rowntree Foundation
ISBN 1-86134-274-8

SOURCE

£12.95. Available from Marston Book Services Ltd. Tel: 01235 465500

Contact: The Policy Press,
Tel: 0117 954 6800 Web: www.policypress.org.uk
Free summary available at: www.jrf.org.uk/knowledge/findings/socialpolicy/039.asp

BACKGROUND

This report presents the findings of a two-year research project, which analysed 154 rural partnerships operating in mid-Wales and Shropshire, along with first-hand encounters for those involved in six case study regeneration partnerships.

CONTENT

Partnership Working in Rural Regeneration describes and analyses partnership management and development within rural regeneration. It offers guidance, a local viewpoint and experience, and checklists that highlight appropriate issues alongside local case studies. These issues relate to both the practice of participants in partnership working, and wider policies framing partnership working.

The guidance is strongly supported by six case studies which describe issues of good practice, selection of partners, community representation, committee structures, and key factors associated with working in partnership. These include advantages and disadvantages of partnership working, funding roles, problems in partnerships and partner organisations, ineffectiveness and constraints, commitment, competence, empowerment and accountability. The final chapter highlights the need for policy formulation for effective regeneration projects.

Size: A4, 56 pages. Includes summary tables and graphs of partnerships involved in the research.

CONTEXT

The report recognises the host of agencies now involved in rural governance drawn from the public, private and voluntary sectors. It will be useful for those working in rural regeneration partnerships, policy-makers in local and national government, as well as anyone with an interest in regeneration strategies and practice.

HOW TO USE IT

Readers may respond in sequence or individually to the main sections of the report.

Working Together: Guidelines on Partnership Working for the Voluntary Sector

SCVO/STUC Partnership Forum (2001)

ISBN 1-870-904-958

SOURCE



Free. Available to download as a pdf file from:
www.scvo.org.uk/working_together/guidelines_briefings/index.html

Contact: Jackie Petitqueux, Policy and Information Manager, SCVO
Email: jackie.petitqueux@scvo.org.uk Web: www.scvo.org.uk

BACKGROUND

The guidelines were produced to ensure that the voluntary sector is informed of what is involved in partnership at work, and how such an approach can be adapted. It is also a response to the changing attitudes to involving employees in decision-making at work, encouraged by the Employment Relations Act (1999) and supported through the trade union movement.

CONTENT

Working Together is divided into nine sections and offers an overview of partnership at work, describing what it means and what are the benefits, and giving examples of existing models and modes of application. The guidelines introduce a variety of concepts that link partnership to improved work practices within the voluntary sector. Examples of partnership at work are provided, highlighting the benefits and underpinning values, and offering different models and practical guidance to developing employee/employer partnerships. Information is also available concerning support from the unions, useful contacts and other organisations involved in this work.

Size: A4, 17 pages.

CONTEXT

Although primarily aimed at members of the voluntary sector, all employees/employers from cross-sectoral organisations would benefit from understanding the approaches highlighted in these guidelines towards developing better employment relations in the workplace.

Employers, employees and union representatives could use the guidelines to support the creation of long-term positive relations that focus on the future of the organisation/company and improve work-life relations for employees.

HOW TO USE IT

These guidelines help the reader work through key issues involving partnership at work, using bulleted lists that may be used as general discussion points or challenge existing practice. Key messages may encourage users to adapt partnership approaches to solving business problems and implementing change in the workplace.

Further reading

The following publications offer useful guidance for partnership working and address issues concerning particular target groups. Full details are given in the Bibliography.

Assessment of Partnership Toolkits, Volume 2, Summary of Toolkits (Rocket Science, 2003) prepared for Communities Scotland and The Community Planning Task Force

Free.

Download report from: www.communityplanning.org.uk/research.html

Building Capacity and Partnership in Care (Department of Health, 2001)

Free.

Download pdf file from: www.doh.gov.uk/buildingcapacity

Department of Health. Tel: 020 7210 4850 Email: dhmail@doh.gsi.gov.uk Web: www.doh.gov.uk

Contract or Trust? The Role of Compacts in Local Governance (Craig et al., 2002)

£10.95.

Joseph Rowntree Foundation. Tel: 01904 629241 Email: Publications@jrf.org.uk

Web: www.jrf.org.uk/bookshop/

Creating a Professional Development Plan: A Tool for Partnership Managers (QUILT, 2002)

Free.

Download pdf file from: www.Quilt.org/Home/management.html

QUILT. Tel: 00 1-877-867-8458 (USA)

Effective Partnerships for Managers and Board Members (Clark, 1999)

£15.00.

Civic Trust. Tel: 020 7930 0914 Email: Pride@civictrust.org.uk Web: www.civictrust.org.uk

Effective Partnerships for Voluntary and Community Groups (Clark, 1999)

£15.00.

Civic Trust. Tel: 020 7930 0914 Email: Pride@civictrust.org.uk Web: www.civictrust.org.uk

Effective Partnership Working (Frye and Webb, 2002)

Free.

Pdf from Catherine Garwood: Catherine.Garwood@hm-treasury-x-gsi.gov.uk

HM Treasury. Web: www.hm-treasury.gov.uk

Partners for Progress: New Unionism in the Workplace (TUC Partnership Institute, 1999)

£8.00.

TUC, Congress House. Tel: 020 7636 4030 Web: www.tuc.org.uk/publications

Partnership at Work: Case Studies in the Voluntary Sector (NCVO, 2000)

Free.

Download pdf file from: www.ncvo-vol.org.uk/main/about/does/partnership.html

NCVO. Tel: 0800 279 8798 Web: www.ncvo-vol.org.uk

Report of the NHS Taskforce on Staff Involvement (Department of Health, 2001b)

Free from Department of Health.

Tel: 020 7210 4850 Email: dhmail@doh.gsi.gov.uk Web: www.doh.gov.uk/nhsexec/staffinv.htm

Urban Regeneration through Partnership (2000)

£14.95.

Joseph Rowntree Foundation. Tel: 01904 629241 Email: Publications@jrf.org.uk

Web: www.jrf.org.uk/bookshop/

Working Together for Change and a Modern Workplace (National Centre for Partnership and Performance, 2002)

Free.

View pdf file at: www.ncpp.ie/publications/index.html

Irish National Centre for Partnership and Performance.

Tel: +353 1636 9276 Email: ncpp@nesc.ie Web: www.ncpp.ie

Working Together or Working Apart? (Palmer et al., 2001)

Free.

Download pdf file from: www.haznet.org.uk/hazs/networks/house-works-together-full.pdf.

Resettlement of Offenders Coordinating Committee (ROCC). Tel: 023 8023 0307

Working Together: Learning Together (SCDC, 2001)

Free from Scottish Community Development Centre

Tel: 0141 248 1924 Email: scdc@cdf.org.uk Web: www.scdc.org.uk

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Joseph Rowntree Foundation, York
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Kirk, K. and Young, R. (2000)
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