

Partnership Working Top 10

This check list is the output from two workshop sessions held at the **Visions to Actions** conference in September 2018, organised by the Inner Forth Landscape Initiative with funding from the National Lottery through the Heritage Lottery Fund. It includes the input of over 40 delegates from a wide range of public and non-governmental organisations, who were tasked with defining what makes good partnership working and what needs to be in place to enable that to happen.

	What does good look like?	Challenge or issue to overcome	Tools and tips to achieve this
1	The partnership has a strong, shared vision that is common to all, will benefit all, reflects shared values and is not a sum of the parts.	Different organisational agendas Getting a clear picture of what the partnership will look like	Discuss different views and positions from outset. Produce the vision collectively and allow time for testing, refining and thrashing out
2	A genuine partnership culture exists, built on honesty, trust and a shared sense of responsibility, which is reflected in enthusiasm and consistency of participation from individuals	Fear of conflict or perception of being difficult Equity/competition for resources Lack of teamwork and different cultures	Write down an expression of shared values Allow space to talk Full transparency on finances Mediation if all else fails
3	There is a clear agreement of expectations , roles and responsibilities from the start and clarity about what people are bringing to the table	Varying partner priorities that may make agreeing expectations difficult to do A lack of procedures or understanding of procedures (especially reporting claims etc)	Set out the structure with guidelines and clear roles Have a written, signed agreement before start Compromise, conversation and understanding
4	Partners are committed to the project and are active, share the workload, support each other and recognise the different forms of contributions others are making	While easy to see financial contributions, it is not so easy to see in-kind	Make sure all contributions are acknowledged Encourage partners with skills that are valuable Share publicity
5	There is a commitment to shared outcomes for the area and communities involved, which may involve some compromise	Hearing a community voice which represents wider community and not individuals	Tailor the communication during the consultation process and ongoing discussions and delivery Engage with a wide range of stakeholders
6	Partners have a sound understanding of others' objectives and acknowledgement of areas of disagreement or potential conflict	Lack of understanding of other organisations' ability or capacity to resource Misconceptions Looking for what's in it for me (not in the interests of the partnership)	Agree shared objectives and how they align with original vision Team (trust) building and time Agree deliverables that meet partners' aims
7	Regular, effective, two-way communication happens within the partnership and there are tools to support this	Micromanagement – roles and responsibilities Over communication/ silence from project lead or from partners	A communication framework and agreed procedures need to be in place
8	Short term goals are created and achieved to build momentum and inspire people to work towards more challenging long term aims.	Lack of project evaluation along the way	Set clear objectives and establish a monitoring and evaluation that demonstrates progress along the way Good M&E to demonstrate impact
9	The necessary resources are in place including money, time and the right people with the knowledge, skills and decision-making authority required.	Staff turnover eg short term contracts Selling the concept Source of funding	Secure champions at different levels e.g. local to national Have a clear and well-developed plan Key to funding success is to demonstrate multiple benefits
10	The partnership has a clear and distinct identity that allows it to function in a different way to the individual partners.	Maintaining this as a legacy Over-reliance on one partner Partner inequality	A strong brand identity Brand guidelines Access to brand tools by all partners