WORKING IN PARTNERSHIP

A snapshot of needs and experiences in collaborative work in Scotland

Lucy Stewart
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The most dangerous phrase in language is, “We’ve always done it this way.” - Grace Hopper

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EXECUTIVE SUMMARY

This project was commissioned to review and analyse inter-sector partnerships to include third/public, third/private and intra-sector partnerships (third/third) to determine what information, advice, evidence and support is available and where it is stored.

The research draws attention to the fact that the majority of those third sector organisations surveyed are working in partnership of some form and are primarily looking for tools and resources to help guide them through collaborative working both within and between sectors. Training support, models of partnership agreements and leadership and communication skills were also cited as needs.

Further investigation reveals that information, guidance and tools are available to the third sector but are difficult to locate and scattered within different bodies, organisations and individuals. Collation of collaboration/partnership data, information, models, processes, best practice and case studies from third/public and third/private sectors, were constructed into a single, comprehensive knowledge bank (Appendix III). Areas that lack clarity were identified and include, a lack of examples of good practice, the benefits of working with the 3rd sector, how to find partnership opportunities and suitable partners and facilitating effective communication in partnership work.

The project was commissioned with the intention of presenting the first step in what could eventually become a knowledge bank; a resource to store relevant links, information and resources for those looking to work in partnership. Weary of reinventing the wheel, the project sought an understanding of how the information collected in this report could contribute to an existing platform.
Actions to be considered moving forward:

- A further piece of work should be carried out to determine how to make the knowledge bank (Appendix II & Appendix III) easily accessible. This includes further exploration into the potential of The Knowledge Hub as an appropriate platform to manage third sector work in collaboration.

- Consider forming a consortium of partners doing similar work to collectively address how to promote working in partnership across sectors.

- Further incorporate the perspective of public sector and private sector views.

- Explore the opportunities for funding for a membership organisation like ACOSVO to hire a full time member of staff to progress and promote research and practice in cross sector collaborative work.
1 INTRODUCTION

This project was commissioned to review and analyse inter-sector partnerships to include third/public, third/private and intra-sector partnerships (third/third) to determine what information, advice, evidence and support is available and where it is stored.

Evidence sourced from research conducted highlights a need for easily accessible, practical and honest information based on first hand experience on topics such as effective models and structures in partnership work, governance, viable case studies for reference and detail of the technical and legal aspects of working in partnership.

The aim of this project was to build a better understanding of partnership and collaborative work across the third sector in Scotland. This report set out to collate collaboration/partnership data, information, models, processes, best practice and case studies from partnership in the third/public, third/private and third sectors.

Where did this project come from?

The Big Lottery Fund’s “Investing in Ideas” programme, awarded a grant to the Association of Chief Officers of Scottish Voluntary Organisations (hereby referred to as ACOSVO) to hire capacity to research, review and analyse third sector partnership/collaboration.

Between June and October 2013 the aim was to build an understanding of what partnership work was occurring and identify where additional resources, knowledge and guidance is needed. The central task being the context of partnership work and evidence examples of good practice.

Through surveys and written material the project has developed a basic knowledge bank that corresponds to the needs of the sector as evidenced by the research. This report reflects more deeply on the needs and current state of inter and intra sector work in partnership.

Initial findings suggest that information, guidance and tools are available to the third sector but are difficult to locate and scattered within different bodies, organisations and individuals. This project aimed to identify such partnership resources. A possible next stage could be to pool such resources into a central place and guide the development of a knowledge bank, possibly through a portal such as the Local Government Associations Knowledge Hub platform.

Views and opinions were gathered in open and honest discussions about the state of cross-sector partnership work and add context to the wider understanding of working in partnership. With these stories and testimonials, the project sought new insights into the partnership landscape and the relationship between organisations and sectors.
2 PROCESS OVERVIEW

Who was involved?

The project aimed to gather data and insight from the third, public and private sectors to reflect independently on the current context of working through shared networks.

Third sector participants were largely sourced from ACOSVO’s membership base. All current, associate and prospective ACOSVO members were contacted. Public and private sector contributions were sourced largely from personal connections or through referrals from third sector contributors.

Admittedly, contributions for the public and private sectors were scarce as the third sector was used as a main source of information. These contributions should not be considered as a true representation of the public and private sector stance towards working in partnership.

The research aimed to collate information for all types of work in partnership. The spectrum of work carried and exemplified in the results section encapsulates the complexity of the partnership landscape and suggests that support information and tools need to be as varied to support such work.

All sub-sectors including health, transport, environment, prison service, housing and umbrella bodies were included in the research. The project makes no attempt to advocate needs on behalf of a sub-sector, instead aiming to capture the needs of the third sector as a whole.
3 APPROACH

The project invited early participation from a wide audience through engagement by various means.

Online media including the ACOSVO website, Twitter and monthly newsletter were key to disseminating information about the project to encourage participation. Working closely with ACOSVO staff, key contacts were discussed internally and such individuals were invited for an informal discussion. These discussions framed qualitative aspects of the research project and added context to the quantitative data collected in two widely disseminated surveys.

Approach:

- Desk research
- Survey 1: Snapshot of needs (144 respondents)
- Survey 2: Sharing of experiences (17 respondents)
- 15 Interviews with representatives of third (13), public (1) and private (1) sectors
- Seminar discussion at ACOSVO Annual Conference (engaging the audience)
- Discussions with organisations involved in similar work
  - The Alliance
  - ALISS
  - Knowledge Hub / Improvement Service
  - CPPS
4 RESULTS

Survey 1: Snapshot of needs
144 respondents

i) % of 144 respondents in partnership/collaboration

- Yes: 92.9% (132)
- No: 7% (10)

ii) % that looked for support in carrying out partnership work

- Yes: 36.5% (49)
- No: 63.4% (85)

iii) Support used in carrying out partnership work

- Peer Support: 71.5% (37)
- Training Support: 24.4% (12)
- Tool Kit / Resources: 63.4% (17)
- Didn't find what I was looking for: 8.1% (4)
- Other (responses below): 12.2% (6)

- Pro bono support from an external organisation to explore models of governance
- Information on projects, funding, joint events etc.
- Legal Team
- Funding and support from statutory partners
- Working with umbrella groups and large charities in relation to charity partnership

iv) Additional support that would be useful

- Peer Support: 20.4% (10)
- Training Support: 30.6% (15)
- Tool Kit / Resources: 48.9% (24)
- Other (responses below): 32.6% (16)

- Project-specific pro bono support
- Volunteers
- Leadership development, communication skills
- Premises
- Models of partnership agreements to avoid other partnerships also seeking legal advice/repeat costs
- Financial assistance to cover people’s time away from the day job
- A partnership forum as a means of asking specific questions as they arise
- Induction and visits to partners to help understand them and their needs in relation to partnership working.
- Active government instruction to cooperate.
- More support from statutory partners; more resource for partnership development work (specifically about working with the public sector (health and education)
- Matching service
- Better commitment and understanding of others involved.

Those respondents that clicked “no” in the initial question (Are you working in partnership?) were directed to a separate set of questions. Of the ten that responded “no” to question 1

v) 6 answered that they would like to participate in partnership work while the remaining 4 suggested that they wouldn’t like to participate.

<table>
<thead>
<tr>
<th>YES</th>
<th>36.5%</th>
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<td>NO</td>
<td>63.4%</td>
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vi) What resources/information would help to work in partnership?

| PEER SUPPORT | 16.6% | 1 |
| TRAINING SUPPORT | 0 |
| TOOL KIT / RESOURCES | 66.6% | 4 |
| OTHER (responses below) | 33.3% | 2 |

- Identifying and working with the right partners

vii) What are the barriers to working in partnership?

| IT’S NOT RELEVANT | 0 |
| THERE ARE TOO MANY OBSTACLES | 0 |
| THERE IS A LACK OF CAPACITY | 16.6% | 1 |
| CAN’T FIND SUITABLE PARTNERS | 66.6% | 4 |
| OTHER (responses below) | 33.3% | 2 |

- Suitable opportunities - fitting in with our aims / objectives
- Identifying and working with the right partners
Survey 2: Sharing of experiences

17 respondents

viii) Have you been involved in partnership work?

Results reflect single organisations work in varied partnerships

ix) Partnership classification

What support, knowledge or guidance would have made partnership more successful?

“Some thoughts as to how participation in a Public Social Partnership (PSP) can be used to build long-term value in a third sector organisation, given that the PSP structure offers the TSO no explicit rights or recognition in respect of any learning and other intellectual assets (tangible or intangible) developed as a result of the risks the TSO may have taken on and the investment the TSO will have made through their participation in a PSP.”

“Better access to learning from Scotland/Britain/Other countries”

“Avoiding dominance by larger players in consortia or partnership, guidance in making the best of forced partnerships, how to achieve co-design in a meaningful way, how do you walk away if it all goes wrong without reputational damage?”

“Knowledge about how best to state the initial terms and conditions of the partnership.”

“A matching service”

“There is a need for all participants to have a better understanding of the roles and processes for community planning and each other’s expectations of the process and its outcomes.”
“Patience, time and encouragement are required in large quantities. We use agreements (various), joint projects, and provide grants to partners to work effectively”

“Greater recognition of the part the voluntary sector plays in service delivery, and not just as a free labour force for any public sector project.”

“Years of experience give you the confidence to work together to discuss issues and provide your opinions”

“Documentation that is easier to complete”

“Guidance on different models of partnerships.”

“Organisations need to do quite a lot of our own research and background work before entering into a partnership.”

“Lessons have been learned each time we have developed a partnership which has informed the next project.”

“Constant face to face meetings to review progress.”

“Material from Scottish Government on developing consortia and partnership agreements was used extensively.”

“Focus on purpose of partnership first”
5 REFLECTING ON THE RESULTS

Coherence and completeness of study

This document serves as a pre-cursor to developing a delivery strategy and action plan to ‘champion’ collaboration and partnership.

Considering both the timescale of project execution and limits to survey dissemination potential, the research conducted provides a sense that a majority of third sector organisations in Scotland are now working in partnership of some kind. Tellingly, many third sector organisations are working with other third sector bodies in both informal and formal/coalition and consortium partnership/collaborative work.

Although not specified in the initial brief, insight from these third sector/third sector partnerships help frame this report and will contribute largely to analysis and reflection. The apparent success of intra sector partnerships may ultimately reflect the core notion of working in partnership—having a united vision and values is key.

Shortcomings

Interview respondents were largely from Edinburgh and the overall report is Edinburgh centric. Therefore, the snapshots of partnership work captured in this report do not account or consider local context that could ultimately be important is partnership execution.

The report lacks perspective from the public and private sector. The concept of corporate social responsibility (CSR) schemes were highlighted by some third sector representatives but not pursued for further analysis as such schemes were not viewed favourably as a component of working in partnership.

Knowledge gaps

Areas that lack clarity:

- A lack of examples of good practice
- A clear and accurate picture of the partnership landscape throughout Scotland
- The benefits of working with the 3rd sector
- Partnership opportunities and finding suitable partners
- Facilitating effective communication in partnership work
This project acknowledges similar work being conducted by the Coalition of Care and Support Providers Scotland (CCPS), The Alliance, The Improvement Service (Knowledge Hub), ALISS and Skills for Justice. ACOSVO made meaningful connections with each in regards to how findings on partnership/collaborative work could be pooled and resources shared to produce and provide the necessary tools and services to third sector organisations as highlighted in the results section of this report.
These guiding principles are largely shaped by contextual interviews, supplementary literature and chairing of a roundtable discussion at the ACOSVO Annual Conference in October 2013. The conference was an appropriate opportunity to test the results of the study. The Guiding Principles outlined in this section were met with enthusiasm and support suggesting that the report sufficiently highlighted the needs of the sector in terms of working in partnership. The document is structured so that every guiding principal is supplemented by a case study pulled directly from interviews. The guiding principals are not to be used as a reference tool but are presented to provide context and colour based on first hand experiences of how to work collaboratively within and across sectors.

References linked to the appendices are found throughout the Guiding Principles section of this report.

6.1 CLARIFY VISION, VALUES AND ROLES

“Focus on the purpose of partnership first”

The Audit Commission defined partnership as “joint working involving otherwise independent bodies co-operating to achieve a common goal, involving sharing relevant information, risks and rewards” (Audit Commission, 1998). In light of this, let’s consider the basics:

Why are you looking to work in partnership? What are your motives?

Success in collaboration ultimately sits in the ability to collectively address why organisations are looking to develop a partnership. Partnerships can be driven by top-down public policy agendas, or motivated by mission-related and/or internal organisational rationales. Evidence Scan: Cross sector working to support large-scale change looked at 139 empirical studies and identified facilitators and barriers that help or hinder organisations to work across sectors. Key components include: leadership and vision, culture and attitudes, staff roles and training and infrastructure and processes. The evidence suggests that it is important that all organisations and individuals involved in joint initiatives are clear about the purpose of the change in service and of utmost importance, know what their roles are.

Though written in reference to health and social care, these core principles are universal.

See: Evidence Scan: Cross sector working to support large-scale change. 2012. The Health Foundation (Appendix III Written Reports)
Successful partnerships are constructed through a shared vision, a belief in a better, more constructive way of working and improved outcomes. They should be principally guided by the needs of the service user. Partnerships should not been seen as a “route to market” and effectiveness is built upon high levels of trust and on relinquishing power for the common purpose.

Take the time, early to jointly craft a shared vision. Define the components that will encourage the successful implementation of a shared vision. In preparation, look to answer these questions as an independent organisation and then compare them openly with your potential partner. How do your answers fit?

- What is your organisation’s mission?
- What is the longer-term strategy of the organisation?
- What are the key facts relevant for this partnership/collaboration?
- What is the objective of the partnership/collaboration? (Try to describe briefly the objective pursued. Pay attention to what you expect as an end result.)
- What is the end result you expect?

Sign off in agreement of this vision and refer back to the end agreement whenever problems or issues arise. The agreement serves as a communications/reference tool. Use this tool to shape progress, direction and conflict moving forward.

Consider your values and ask:

- What is your organisation here to achieve?
- How do you achieve your goals?
- What within your delivery needs to be improved?

See: Strategic Partnership Agreement Example Document (Appendix III Example Documents)

Stakeholders consistently cited the clarification of roles within a partnership as essential. Power relations, challenges to professional identity and anxiety and role confusion are often cited as barriers to cross sector working and can be avoided by specifying roles and objectives early.
INTERVIEW 1

Date: 9th July 2013
SACRO

**Key focus:** Formal; third/public

SACRO is a national voluntary community justice organisation working to make communities safer by reducing conflict and offending. Sacro is committed to developing new and innovative ways of working and influencing the development of government policy and legislation.

**Key projects in partnership**

Reducing Reoffending Change Fund – 14 organisations in total

The programme takes place throughout Scotland and offers a mentoring service for women offenders who are leaving prison after more than four years. Led by a representative from Sacro and public sector co-chair. There is a governance structure in place with a board to direct progress. Staff are employed through constituent agencies.

**Challenges**

- Used Public-Social Partnership (PSP) model. Limited time for PSP development
- Issues of sustainability in partnership

**What helped**

- Co-production and extensive service user involvement had a positive impact on the quality of service provided
- Memorandum of Understanding (MoU). Established through workshops and surveying service models. Logic modelling was also carried out to address intermediate and longer term outcomes
- A very tightly structured process of delivery
- High level of trust built on giving up power for the common purpose
- Success lies in the ability to address “why” organisations are developing a working relationship
- Clarification of roles is essential

**What hindered**

- Very tight deadlines for delivery
- Partnerships should not be seen as a “route to market”
- Lack of evidence of the impact of 3rd sectors service delivery

**Suggested needs**

- How to shape pragmatic leaders
- Clear definitions (from the start) of issues, conversation points and collective audience
- Clarification on who is ultimately responsible for the problem
- Effective leadership combined with evidence based practice
6.2 EMBRACE SELF-ASSESSMENT AND AUTONOMOUS SUPPORT

“Success enabler was bringing together senior and middle managers for joint management development training – this was good for breaking the ice, sharing ideas on practice and getting early sense of common purpose.” (TSRC, 2012)

A key message emanating from this study is that of self-assessment and self-evaluation. Self-assessment is the ability to undertake a fair and honest appraisal of internal structures, practices and communication. Undertaking a self-assessment will help prepare organisations to audit their preparedness for working in partnership and help clarify their vision, mission and aims moving forward. This in-turn will help align strategy as suggested in Guiding Principal 1.

The Improvement Service (IS) supports Scottish Local Government and its partners to deliver better outcomes for communities. They champion the idea of “self-assessment” as a means by which to stimulate discussion on the key elements of effective, outcome based development. Their Outcomes Focused Partnership Checklist encourages partnerships to critically review their ‘fitness for purpose' in achieving shared outcomes.

See: IS- Self-Assessment Resource. (Appendix II Self-assessment)

The Improvement Service Self-Assessment Resource will help to determine whether an organisation has considered all the types of issues that affect the establishment of many partnerships. The resource helps organisations discover whether they have considered all the types of issues that affect delivery of the project(s) and to help assess the quality of a partnership and how it works.

**Autonomous support**

Many successful partnerships rely on the role of an autonomous employee or body to coordinate the actions of the collaboration as a whole. Cited by one interviewee as an “essential role”, the coordinator knows each organisation involved in the partnership, understands their areas of expertise and experience and helps navigate disputes with anonymity. Structured to have no bias, the role should be considered where budget allows and where management structures appreciate the complexity of collaboration.

INTERVIEW 2

Date: 1st July 2013
WORLD DEVELOPMENT MOVEMENT
Key focus: Informal; third/public

The World Development Movement Scotland (WDM) is an organisation that campaigns to change government policy and the influence of corporate power. The organisation is UK wide and is currently focused on UK policy relating to international development.

Three part-time staff work in Edinburgh. They engage with Scottish politicians and translate wider WDM policy research into the Scottish context.

Key projects in partnership

Stop Climate Chaos Coalition is a collection of 60 campaign organisations. There is a subscription membership and an AGM every year, which is shaped by the membership organisations.

Challenges

- Managing the day to day running of the coalition

What helped

- Coordinator Role
  - Cited as an “essential role”
  - Paid employee that coordinates the actions of the coalition as a whole
  - Jointly promoted the work of the coalition through networks
  - Knows each member of coalition and their areas of expertise to coordinate appropriate action
- Collective culture- geographical advantage in that the country is small
- Shared goals and objectives- unique to campaign sector

What hindered

- To a certain extent, size and experience shapes an organisation’s role within a coalition. Influence within coalition determined by strength of resources (what an individual organisation owns or uses to achieve goals)
- Sometimes different sets of policy goals

Suggested needs

- How to shape pragmatic leaders
- Clear definitions (from the start) of issues, conversation points and collective audience
6.3 BUILD OVER TIME

“As we move towards more of a joint commissioning model, how this works in practice needs to be addressed”

Sentiment based on interviews suggests that at present, the public sector is guided by using contractors to save money at the expense of pushing resources, brain-power and motives to the collective re-design of the commissioning process to favour third sector involvement. In particular, the practice around the way in which tenders are issued and contracts developed needs urgent addressing. For example, some local authorities issue tenders with a maximum cap placed on expenses but not a minimum cap.

A better, more transparent understanding of the complex tendering process for third sector commissioning is needed. The policy implications of a growth in cross sector partnership work have yet to be addressed. How national and local policy should adapt to better accommodate, support and evaluate partnership work needs to be established.

Local government needs ‘champions’- advocates of the importance and realities of working in partnership. Government initiatives and individuals need to firstly acknowledge and secondly support the third sector and add additional weight to induce change and acceptance of the third-sector in delivering on service provision within government.

One organisation, in light of recognising a trend towards more work in partnership undertook a complete organisational restructure. This was facilitated by a motivation to accommodate resources to work more in partnership to respond to a growth in addressing service users needs.

Creating a culture of collaboration will take time. A framework for joint working will not be established overnight. The hope is that work like this and the collective effort of other agencies including CCPS (see interview below), ALISS (see section 6.6) and The Knowledge Hub (see section 6.6) will initiate a sea-change to help support the necessary developments to build an effective partnership landscape where all parties involved are respected, heard and supported to deliver services effectively.

As there are a number of separate organisations looking into this area and its potential, the possibility of forming a consortium of like organisations to collectively work to make the third sector more accessible to potential partners from outwith should be considered.
INTERVIEW 3

Date: 18th July 2013
CCPS
Key focus: Informal; third/public, third/third

The Coalition of Care and Support Providers in Scotland (CCPS) is a membership organisation funded by its membership base of voluntary sector social care providers. (CCPS hosts Housing Support Enabling Unit, Criminal Justice Forum, Providers and Personalisation Programme and Workforce Development Network which are funded from alternative sources). Key focus of CCPS is to improve commissioning practices and outcomes for members

Key projects in partnership
CCPS works jointly to achieve better commissioning practices. Scottish Care - care homes that focus on services for older people and care at home services. Where interests overlap CCPS work in partnership. No financial exchange occurs in partnership work. Numerous examples of partnership working, including with: ADSW and COSLA, JIT, SSSC, Care Inspectorate, STUC, SFHA, SCVO, The Alliance, IRISS and NES. CCPS works across various Scottish Government Departments; Health and Social Care, 3rd sector division, Education and Lifelong Learning.

Challenges
- Easier for statutory commissioners to make savings through contractors at the expense of public sector re-development to better the system as a whole
- Particular practice around the way in which tenders are issued and contracts developed
- Recently have seen Local Authorities issue tenders that put a maximum cap on hourly rate but not a minimum cap
- Strategic commissioning – 3rd sector to be at table with full voting rights. As we move towards a joint commissioning model, how this works in practice needs to be addressed – need examples of case studies that work

What helps
- Success comes down to relationships between individuals e.g. CCPS/IRISS (two staff worked for both organisations)

What hindered
- There is not an equal power balance- the good relationships are those that are forged between individuals.
- Not appropriately defining roles

Suggested needs
- Examples of case studies that work
- Examples of best practice
- Ramifications for policy- joint commissioning
6.4 CONSIDER THE RIPPLES

“A lot of “things” outwith the partnership can impact its progression. Be ready to deal with organisational redundancies, shifts in management and change in priorities.”

Fundamentally, a partnership is a relationship between two (sometimes more) entities. It is a contract established to deliver on specific aims whether that be to deliver services or share resources. Partnerships do not exist in isolation and should be considered as part of a wider ecosystem of service delivery.

Initiating any partnership takes negotiation and patience. Nurturing a partnership upon its adoption and delivering upon its objectives takes time and effort. Coordinating collaboration is a constant. A partnership is a culmination of people, place and resources and must be considered and constantly adapted to fit with organisational change. Transparency is paramount.

Planning for partnership is planning for change. It is important to explicitly consider organisational culture and staff engagement. Cross sector working can impact on professional identity and this can be challenging for all levels of staff. Develop and embrace change across management structures. It’s not just the Chief Executive of a third sector organisation that should be involved in the process of partnership work.

Most interviewees agreed that smaller scale but more frequent contracts were transitioning to be the “new normal” with direct consequence to management and delivery. The shape of partnerships is changing which has direct consequences for the day-to-day management of communication and resource allocation.
INTERVIEW 4

Date: 18th July 2013
YWCA

Key focus: Informal; third/public, third/third

YWCA Scotland works for and with girls and young women ages 9-30 in Scotland, particularly where they face social, economic or educational exclusion. The organisation also engages in activities that have a positive impact on young women and girls.

Key projects in partnership

Informal: Zero Tolerance

A project aimed to enable isolated and vulnerable teen parents and parents-to-be to engage more effectively with services, helping them to gain confidence, parenting and practical skills.

Challenges

- Ran into funding shortfalls – a lot of “things” outwith the partnership can impact the progression of the work (organisational redundancies, change)

What helped

- Terms of reference that specified parameters of engagement and shared goals
- Frank conversations - ask the hard questions early

What hindered

- Not an easy time for partnership generally. Risks associated with working outwards
- Ripple effect (what impact does a partnership have on organisational structure, governance etc.)
- Organisations change over time. Managing that change within a partnership is difficult
- Continuity of staff
- Fear of calling time on a collaborative project due to external pressures

Suggested needs

- Risk assessment for partnership: a procedure driven process to develop levels of uncertainty
  - How can organisations communicate organisational structure and monitor change outwith the partnership
  - How do we promote transparency within organisations to better facilitate and realise partnership work
  - Audit check for partnership
  - How do the pieces fit (vision, resources, mgmt. styles etc.)
    - If misfit, an honest appraisal that the partnership might not be right for right now
6.5 LEADERSHIP

“Real partnerships are managed through relationships, not through a contract.”

Forming and maintaining cross-sector partnerships requires effective, pragmatic leadership. Leaders in all sectors need to invest in relationships, navigate cultural differences and ensure that a partnership is mutually beneficial and, most importantly, is providing quality, cost-effective services. Leaders need to be honest about their strengths and weaknesses, communicate effectively with all their staff and to maintain a strong partnership, there must be a supportive structure in place allowing each provider the necessary freedoms to do their job well.

How do we make and support better, more pragmatic leaders?

Individuals should:

- Embrace empathy
- Show flexibility
- Acknowledge the self confidence to recognise when you are wrong
- Have a willingness to spend more time with those outside your organisation than inside
- “Live” in the various sectors and have the ability to quickly understand the landscape
- Attend team strategy days of potential partners/collaborators. Here vision and practice are discussed and a model of evaluation can be achieved

**Support:** ACOSVO’s Leadership Exchange Programme aims to provide a platform for collaborative cross sector knowledge sharing. Current Exchanges exist between Third Sector and Scottish Government leaders and ACOSVO is now offering the programme across other public services. Leaders can gain insights into the very features that lend themselves to successful work in partnership: different cultures, languages, constraints and opportunities.

**For more information visit:** [http://www.acosvo.org.uk/leadership-exchange.html](http://www.acosvo.org.uk/leadership-exchange.html)

**Support:** Collaborate is a research and development project which is drawing together employers within the Skills for Justice (SfJ) footprint across the United Kingdom (UK), in order to co-create a development product to support the effective leadership and management of cross-sector collaborative working.

On Tuesday the 18th of February 2014, ACOSVO will host Skills for Justice as they unveil their Learning Resource for Collaborative Working. ACOSVO will be publishing details of the event on their website in due course.

*See: Chief Officers 3rd Sector Toolkit for Managing Change 2010. A useful and practical 80-page guide to support any chief officer to lead change in their organisation (Appendix II Tools)*


6.6 INFORMATION MANAGEMENT SYSTEMS

Many interviewees suggested that they didn’t know how to find suitable partners and though they understood face-to-face networking was key to building relationships to support partnerships, often lacked the capacity and time to do so. The question of “How do I speak to the right people?” surfaced on multiple occasions (see Interview 5).

The logistics of working in partnership make it particularly difficult for smaller organisations to manage the communication streams needed for effective collaboration. One organisation interviewed completed an organisational restructure invested in by a motivation to accommodate resources to work more in partnership to respond to a growth in addressing those with social needs. This restructure included hiring additional coordinator support staff to accommodate the delivery of services.

**Need:** A “Clearing House”, or a “Match-making service” for organisations to find suitable partners. Scotland is geographically favourable for working across local chapters. The web platform should address how organisations are using their resources, designate a space to craft an offer and clarify what types of people and organisation they wish to speak to and provide insight into what an organisation is hoping to achieve through collaboration. See Interface the knowledge connection for business is the matchmaker which connects these businesses with Scotland's 24 higher education and research institutions for an example: [http://www.interface-online.org.uk/](http://www.interface-online.org.uk/)

**Support:**

Announced in November 2013, The Local Government Association (LGA) is forming a new partnership with CapacityGRID to assure the long-term future of the Knowledge Hub (KHub), the most widely used online collaboration platform for public sector employees and public bodies. Under this partnership, KHub staff will transfer to the CapacityGRID and join an enlarged team, which will assume overall operational and development management responsibility from the 13 November 2013. The LGA will become a foundation partner and continue as an active user of the KHub to engage with its member.

In light of this report, ACOSVO has been speaking to members of the Knowledge Hub in discussion as to how the platform can be used more appropriately to manage collaboration between third sector and public sector bodies. The concept is in its infancy but a key recommendation emanating from this study is the pursuit of an action plan for incorporating the resources here into a workable knowledge bank through the hub.
INTERVIEW 5

Date: 18th July 2013
UPWARD MOBILITY

Key focus: Informal; third/public, third/third

Upward Mobility is a care service providing 50 workshops a week to promote healthy living for adults with additional support needs. Upward Mobility has recently completed an organisational restructure due mainly by a motivation to accommodate resources to work more in partnership to respond to a growth in addressing those with special needs. This restructure included hiring additional coordinator support staff to accommodate more service delivery.

Key projects in partnership

1. Street Soccer Scotland

Street Soccer Scotland received an extra pool of funding to offer attendance to their programme. The informal partnership was constructed through network contacts. Now in pilot stage the 10 week programme may be extended after evaluation.

2. Care UK

Upward Mobility provides resources and a facilitator for workshop delivery. Project liaison manager hired to coordinate partnership.

Challenges

- Communication management cited as key hindrance as scheduling the day to day management of coordinating successful work in partnership is time consuming
- The changing form of partnership work. Smaller scale partnerships are encouraged as opposed to longer contracts which makes management more difficult

What helped

- Developing key roles to manage work in partnership

What hindered

- Respect from government to enable 3rd sector delivery

Suggested needs

- A method to find the right people to talk to
- A central point of contact to provide information would be helpful. This could take the form of a referral service for partnership
The ALISS (access to local information to support self-management for people with long term health conditions) Project is another viable option for housing the links, references and documents gathered to support inter-sector and intra-sector work in partnership.

ALISS uses a different approach. The project doesn’t intend to replace or reinvent anything and are not building another website. The ALISS Engine links up current data and new contributions – including ideas from people- to make a richer set of resources, openly available to all. The project is working towards a new national set of links can be used by everyone to provide better, more tailored local information and create new self management information services.

See: Interview 6 (below) to learn more about how ALISS works in partnership.
INTERVIEW 6

DATE: 4th July 2013
ALISS Project
Key focus: Informal: third/third

ALISS is a national register of local assets. Funded by the government and run as a project under the ALLIANCE, ALISS is a third sector initiative that enables people to be a part of big data. As well as collecting vital information from key community stakeholders (doctors, social workers etc.) the project considers personal experience of keeping well within the community. ALISS is a delivery tool. ALISS is a new type of information service.

Key projects in partnership

The Thistle Foundation regularly helps those facing life challenges through its Lifestyle Management programme - a solution focused approach, delivered in a group setting. By recognising and building on people’s natural resilience, the course helps participants to learn from and support each other. The Thistle has recently been working with Occupational Therapists in Midlothian to develop a local version of the Lifestyle Management programme. The aim was for OTs and their colleagues to deliver the course themselves, helping older people to live better with their long term conditions as part of a Change Fund initiative.

Part of the solution focused approach is to identify and share assets that are available to us all, both personally and as a community. The ALISS project has been developing tools and processes that can help people to discover, identify, collect and then share examples of local assets and part of this process is to map local resources, using a friendly, low-tech approach which focuses on group conversation and sharing. The outcome is hyper-local data (such as local venues and activities) which is captured and shared online.

Potential outcomes from the partnership include:

- OTs are now skilled in delivering a local version of the Lifestyle Management course
- ALISS gathered good hyper-local data through asset mapping
- The discoveries are now online, available to all wishing to deliver community information based on real lived-experience in Midlothian
- Community assets and maps can be used as a new conversation pieces in future courses
- New information services may arise as local groups start to use the information discovered

Suggested needs

- Clarity in what is wanted through work in partnership
- Address how we get representatives from all walks and all sectors around a table
- The translation of personal experiences, telling stories
6.7 GOVERNANCE - BUILDING THE CAPACITY OF PARTNERS

“Success in partnership relies more on mutual advantage between the sectors, as opposed to a commissioning relationship”

Tensions are clearly evident in inter-organisational partnerships, yet how do participants address them? And what helps or hinders participants in balancing tensions? These questions evoke the topic of governance. Governance describes the means to direct, control and coordinate activities in line with an entity’s purpose and accountability. (Hayes, 2011)

As surveys suggest, most third sector organisations are, at this stage, participating in informal partnerships. In situations where a contract is too formal, but a handshake isn’t enough, a Memorandum of Understanding (MoU) is designed to provide a framework for partners to work together to achieve the foundations of a partnership agreement. It is important to use the document as a determinant of what is realistic in a partnership agreement.

An MoU outlines the purpose of the partnership and how organisations work together. The document can be drawn up after discussions about values and principles and then translated into formal contractual arrangements according to specific contracts. The MoU should be reviewed annually and the scope of work agreed in a strategy statement based on the previous year’s experiences. An MoU can be established through workshops, designed using knowledge of existing service models and conceptualised using logic modelling.

See: Memorandum of Understanding (Appendix III Example Documents)
See: Strategic Partnership Agreement (Appendix III Example Documents)

Resources are defined within the third sector as what an individual organisation owns or uses to achieve goals. This includes staff. The topic of board buy in was discussed at the ACOSVO Annual Conference in October 2013. The importance of a proactive board to direct progress and motives was expressed as being paramount. The consistency of people involved and the presence of those with appropriate authority is key. Some voiced frustration with existing platforms as they found they weren’t able to reach those with authority or decision making power effectively.
INTERVIEW 7

Date: 24th July 2013
MENTAL HEALTH CHARITY
Key focus: Informal; third/public

The organisation campaigns and provides an education role through training and consultancy and works extensively in partnership/collaboration.

Key projects in partnership

Formal partnership: Commissioned to run programmes of work with NHS Boards across Scotland. Grant funding is also received from Section 16B Scottish Government to support intervention schemes across Scotland. Structured through service level agreements. Partnership managed through quarterly reports, little day to day contact with cross sector partner. Network meetings scheduled once every 6 weeks. Partnership enables organisation to provide a community resources in a constituted way.

Challenges

- Establishing strong partnerships within the corporate (private) sector
  - Corporate Social Responsibility schemes were cited as a highly competitive environment. Difficult to become “charity of the year” if a small organisation working on behalf of an undervalued issue. Difficult to compete with larger charities with recognised and focused initiatives.

What helped

- Successful work in partnership with two NHS boards was due to a shared respect for each sector in negotiating the terms of the partnership. Respect of the 3rd sector in service delivery.

What hindered

- Struggle to understand the value of third sector
- The collective voice of the third sector is not heard
- Not enough weight behind government to induce change from top down; issue of respect for delivery of service provision
- Overwhelming pressure to show low cost/high value delivery from 3rd sector

Suggested needs

- A more formal relationship needs to be established through bodies and organisations, not simply through individuals. The reliance on key individuals is precarious
- A better understanding of the commissioning process in partnership
- Progressive values need to come from the top
- Relationship management system to mange internal resources/man power to nurture informal partnership
- A tool to help determine what is realistic in a partnership agreement
6.8 A PARTNERSHIP FRAMEWORK

The overall value of a cross-sector or inter-sector partnership is not merely in connecting interested parties but, rather, in their ability to act—to substantially influence the people and issues within their problem area. The capacity to influence outcomes beyond what individual organisations can accomplish on their own connects communities, breeds cooperation and influences change.

See: Assessing Strategic Partnership. The Partnership Assessment Tool (Appendix III- Tools)

The purpose of this tool is to provide a simple, quick and cost-effective way of assessing the effectiveness of partnership working. It enables a rapid appraisal (a quick ‘health check’) which graphically identifies problem areas.

See: NCVO Guides on Collaboration  http://www.ncvo-vol.org.uk/advice-support/collaborative-working/information-and-tools (Appendix II Good guides and practice models)

Frameworks

A framework is a practical tool which addresses identified issues for partnership working across and between sectors. A framework, if designed collaboratively and used appropriately improves partnership working. The case study presented is an example of an effective partnership framework. It must be noted that its success is due to participants’ dedication to the process.
CASE STUDY

PARTNERSHIP WORKING WITHIN CRIMINAL JUSTICE

Key focus: Model Framework

This framework is not transferrable to others sectors and is presented here as a guide to what time, dedication and momentum of engagement can deliver.

The Partnership Model Framework agreement (‘Partnership Agreement’) is the culmination of a collaboration between the Scottish Prison Service (SPS), The Robertson Trust, Community Justice Authorities, the Criminal Justice Voluntary Sector Forum and the Scottish Government. The Partnership Agreement is designed to bring together service providers within the criminal justice community to ensure a shared understanding of service needs, resources and access to ensure that all parties agree the shape of service delivery for delivery in prisons or in the community.

The guidance available on www.sps.gov.uk/AboutUs/PartnershipWorking.aspx provides information and guidance that relate to the partnership development process for work within prisons and within the community. This partnership development is a step-by-step process and the partners work through the Partnership Agreement to agree the project aims and how the project will work in practice. Following an evaluation in 2013, the Partnership Agreement for use within prisons has been streamlined in to one document, which is completed by the prison service and the voluntary sector partner. This partnership development process is shown in the diagram below.

Challenges

- Building momentum of engagement. All participants need to own the problem and the solution
- Not simply just about operational issues, cultural aspects more telling (where ultimately the problems in working collaboratively exist)
- Hidden ‘human’ issues, including trust - charities accused of being 'here' one minute and gone the next, judgements of professionalism and quality, judgements of respective values and motivations, etc.

What helped

- Cross sector engagement (101 charities and staff from across SPS engaged in designing the initial ‘model framework’ processes. Following feedback from the evaluation, the process continued to be improved and further developed)
- Local, bespoke pieces of work
- An external staff member delivering the work – resilient, able to manage conflict
- Owning the problem and the resolution
- Transparency and planning
Stage 1: Outline proposal completed and submitted to Head of Offender Outcomes

The third sector organisation interested in delivering a service should complete the Outline Proposal section of the Partnership Pack. They should then send the Pack to the Head of Offender Outcomes (HOO) at the relevant prison.

Stage 2: Service Specification completed and sent to the third sector organisation

The HOO at the relevant prison should complete the Service Specification section and return the Partnership Pack to the third sector organisation, indicating whether the project is of interest.

Timeframe: Within 1 month of receiving the outline proposal.

Stage 3: Exploratory meeting

An exploratory meeting is held between the third sector organisation and the prison to discuss the Outline Proposal and the Service Specification and to work out whether the prison’s needs and the third sector’s proposed services are well matched.

Stage 4: Project details are discussed and agreed between the prison and the third sector organisation

A meeting, or series of meetings, is held between the prison and the third sector organisation to work through the operational detail of the project and any differences or challenging issues.

Can the partnership reach agreement about the operational details?

- Yes
- No

No

Stage 5: Partnership sign-off

The partnership agreement is signed off by both organisations and added to the Scottish Government’s Directory of Services.

Stage 6: Delivery, monitoring and evaluation

Project is delivered, monitored and evaluated in line with the signed-off partnership agreement.

Both organisations decide to develop a partnership

Either organisation (or in some cases both) do NOT wish to develop a partnership

Partnership does not proceed. Process ends.

Prison indicates that this type of service is required

Prison indicates that this type of service is NOT required

Partnership does not proceed. Process ends.

Source: The Partnership Development Initiative (2013)
6.9 MAKING PARTNERSHIP WORK BY MAKING ROOM FOR REFLECTION AND CREATING SOLUTION ECOSYSTEMS

“Citizen-based thinking needs to be the norm”
“Let’s think about tackling societal problems more through the lens of ecosystems”

How can we reimagine cross sector partnership work? What role does the third sector have to play in developing an environment in Scotland where representatives from the statutory, third and private sectors feel appropriately supported and accommodative to usher change?

It starts through a collective shift from gatekeepers to gateways. All should be encouraged to share experiences, worries and journeys. Capture what has been done to help inform others. Importantly, more individuals and more organisations need to find time to reflect on strengths, weaknesses and objectives.

Collaborative debriefs, a means by which to collect data and testimonials along every stage of the process, have been cited as instrumental to monitoring and evaluating a partnerships progression. This reflective practice ensures participation, communication and honesty- the key facets of successful collaboration.

See: Discover The Third Sector (Appendix II Case Studies)

This online resource has been set up to help partnership working between the statutory and third sectors. It is part of a range of work being driven by the Quality Alliance Board to build closer relationships across sectors to help improve health and social care, produce better outcomes for individuals and families, support co-production, person-centeredness and preventative approaches. http://www.discoverthethirdsector.org.uk/
INTERVIEW 8

Date: 2\textsuperscript{nd} July 2013

VOLUNTARY HEALTH SCOTLAND

**Key focus:** Various

Voluntary Health Scotland is the voice of the voluntary health sector. 400 members strong, VHS is a gateway for policy makers to engage with the third sector and promote the work of the voluntary health sector. With one full-time and two part-time staff, VHS openly engages in partnership work. Its small size makes participation in collaborative work essential. VHS is funded by NHS Health Scotland and the Scottish Government.

**Key projects in partnership**

*Formal:* Learning to Lead in Health. Formal partnership, Social Enterprise Academy and VHS.

*Informal:* networking, discussion groups and events.

Voluntary Health Scotland pools a network of representatives from NHS Boards and the third sector to develop, through co-production, tools and resources to help facilitate effective cross sector work.

Voluntary Health Scotland chaired and organised the Action Group commissioned/set up by the Scottish Government – this group developed the Engagement Matrix (see Appendix I) and the group comprised a number of external partners. Voluntary Health Scotland led the work that produced the Matrix and the Matrix was launched at a major event at The Gathering in February 2013.

The Health and Social Care Alliance Scotland chaired and organised a second action group commissioned/set up by the Scottish Government to develop an online resource: VHS was a member of that group too and that was the group that developed the Discover the Third Sector website (see Appendix I). The Action Group comprised VHS, the Alliance, SCVO, the Scottish Government, Community Food and Health Scotland, NHS Health Scotland, Community Health Exchange, NHS Greater Glasgow and Clyde. The Learning Exchanges is a partnership, between VHS, Community Health Exchange, Community Food and Health and the Scottish Government.

**Challenges**

- Cross-sectorial work requires a process of engagement, dialogue and negotiation between the various parties. Developing an appreciation of the opportunities and constraints offered by the different strategic and operating environments across sectors/organisation’s, the impact of different governance arrangements and different workforce cultures is crucial but can be challenging within limited time frames.
Levels of engagement between health boards and potential/actual third sector partners needed to be improved, if the third sector’s potential as a partner in the implementation of the Healthcare Quality Strategy was to be realised’.

What helped

- Recognising that each organisation involved has different strengths and capacity. This is an on-going process; it’s not always easy to understand this early in the process, this appreciation often emerges as trust and relationships develop.
- Building confidence around working together – putting yourself into the other’s shoes, actively listening to partners and being prepared to have your own world view challenged
- Being open, communicating honestly, addressing people’s concerns, focusing on getting to a win-win position whenever possible.
- In the Engagement Matrix partnership, VHS was by far the smallest partner; due to Voluntary Health Scotland’s focus, motivation, energy and drive and our willingness to commit our resources, everyone was helped to move forward and deliver. Lack of resources wasn’t an issue

What hindered

- Sometimes different sets of policy goals

Suggested needs

- Investment in communication; nurturing partnerships takes time and effort, coordinating collaboration is a constant. A tool is needed to help organisations manage models of working in partnership
- Leadership development as change will come from individuals
7  ACTION PLAN

“Setting expectations and delivering results are requirements in all sectors.”

The aim of this project was to build an understanding of what partnership work was occurring in Scotland and address latent needs and desires for better working in collaboration across sectors. As a result of the discussions and surveys, the following are suggested 'next steps' to be considered upon the publication of this report. This action plan aims to elaborate on the key findings of this report to better serve the third sector community to work in partnership in future.

- Determine how to make the knowledge bank (Appendix II & III) easily accessible. Continue to probe the potential of The Knowledge Hub as an appropriate platform
- Consider forming a consortium of partners doing similar work to collectively address how to promote working in partnership
- Incorporate the perspective of public sector and private sector views
- Explore the opportunities for funding for a membership organisations like ACOSVO to hire a full time member of staff to progress and promote research and practice in cross sector collaborative work
8 REFERENCES


Evidence Scan: cross sector working to support large-scale change (2012). The Health Foundation.


The changing public services landscape in Scotland Opportunities and Challenges for the Third Sector http://atlas.napier.ac.uk/three/


9  APPENDIX I - Additional interviews not used as case studies in report

See pages 38 to 43 below, (Interviews 9 to 14)
INTERVIEW 9

DATE: 20th June 2013
ELIZABETH FINN CARE

Key focus: Informal; third/third, third/public

The Elizabeth Finn Care (EFC) is a national poverty charity. The charity provides direct financial support to individuals in need. Elizabeth Finn manages the Edinburgh Trust.

Key projects in partnership

Links established with FreshStart, Hillcrest House, Edinburgh Cyrenians and various departments within social work.

- EFC trains support staff to help clients apply for grants
- EFC in discussion with Citizens Advice to train frontline staff – potential for more formal partnership work

Challenges

- Defining the roles within a partnership
  - service offerings on both sides need be very clear and concise. This leads to more effective work as no one steps on any ones toes or feels they’re being unfairly represented.
  - Elizabeth Finn offers training delivery- to the 3rd sector it’s offered for free. To other sectors there is a charge

What helped

- Defining roles early

What hindered

- Recognised that networking is key to instigating partnership work but difficult to manage due to size of organisation

Suggested needs

- Where examples of good practice in partnership work (especially corporate partnership) exists – currently no central reference tool
- How to attract interest from the corporate sector? What are the benefits of working with the 3rd sector in partnership? Not clear or focused.
  - What are the opportunities and where do they exist?
  - What organisations want to do partnership work?
INTERVIEW 10

DATE: 4th July 2013
PAYPLAN
**Key focus:** private sector perspective

Payplan is funded in a unique way. Rather than charging their clients, they receive donations from the credit industry. The company believes it could sit well within the sector as its business proposition suits third sector aims.

**Challenges**

- Third and public sector financial management organisations are very fragmented. Many offer a similar service but work in competition

**What helped**

- Emphasis on figuring out where gaps in service provision (with the third/public sectors) occurs. In figuring out where resources are stretched, Payplan feel there is a partnership to be considered.
- Moving around Scotland to speak directly to individuals.

**What hindered**

- How to find the right people to speak to. Questions as to how the system could be streamlined
- Mistrust from third sector representatives.

**Suggested needs**

- Giving organisations a face through a digital tool. A “Clearing House” for partnerships.
  - This is what I’m offering
  - These are the types of people I would like to speak to
  - How are you using your resources (including staff)
INTERVIEW 11

DATE: 8th July 2013
SCOTTISH GOVERNMENT
Key focus: public sector perspective

Key projects in partnership

“See Me” programme

Organisations invited to bid to host the programme Scottish Association of Mental Health formulated a consortium model to include service users.

Funded by Comic Relief

Challenges

- Third sector capability in addressing complex needs

What helped

- Emphasis on figuring out where gaps in service provision (with the third/public sectors) occurs. In figuring out where resources are stretched, Payplan feel there is a partnership to be considered.
- Moving around Scotland to speak directly to individuals
- Recognise that different people are involved in the process for a reason (different capabilities)
- Organisations need to present what skills they bring

What hindered

- Lack of an evidence base
- Approach “third sector organisations need to be more like businesses” with reserve.
- 3rd sector needs to market themselves not just on position and passion but on delivery and systems comprehension
- Lack of thinking across the delivery landscape (not just sector specific)

Suggested needs

- Be clear about the nature of the project in partnership
- Engagement more regularly with end users
- Find evidence to frame the issues
INTERVIEW 12

DATE: 17th July 2013
EQUALITY AND HUMAN RIGHTS COMMISSION
Key focus: Formal; third/public

Challenges

- Sub-contracting culture
- Economic need (grant culture) for partnership/collaboration is different from third sector culture (reason d’être)
- Midlevel management protecting interests

What helped

- Addressing potential partnerships through {Principals, Values and Delivery}

What hindered

- Diversity of the sector makes it difficult to capture work across the landscape

Suggested needs

- A collective re-examination of the purpose of the third sector: what are we here to achieve
  - Perform a values audit
- A ballooning role of Infrastructure organisations in partnership landscape
- Mediation
- Training resources: more of a push to get multi-agencies to share visions and strategy for on-going engagement
- Growth in ideas around civic participation (leadership exchanges)
- Shift from “gatekeepers” to “gateways”
INTERVIEW 13

DATE: 3rd July 2013
AUTISM INITIATIVES
Key focus: Informal third/public

Autism Initiatives is a charity with services delivered to adults with autism throughout the UK.

Key projects in partnership

1-stop shop

Challenges

- Funding allocation is a particular challenge as cuts frequently occur to known projects to fund a new initiative

What helped

- Developing key roles to manage work in partnership

What hindered

- Lack of evidence
- Lack of permanence- lack of funds

Suggested needs

- A means by which to visually show growth and impact
- “A big hammer”
INTERVIEW 14

DATE: 18th July 2013
SOLOCO
Key focus: Formal; third/third

Soloco has always approached a collaborative culture.

Key projects in partnership

Community Enterprise and Soloco

Employed by Community Enterprise under the auspices of Soloco.

Challenges

- Change management

What helped

- Attend team strategy days of potential partners/collaborators. Here vision and ethos are discussed. This provides valuable input in addressing whether the partnership is well aligned
- Aim and vision closely aligned
- Collaborative debriefs- collect a running discussion and data throughout the process
- Take time and work hard at crafting a shared vision. Refer back to this agreement whenever problems arise. Use the vision to shape progress, direction and conflict moving forward

What hindered

- Notions of ownership
- The fear of losing independence
- Hierarchy
- Getting caught in minutia
APPENDIX II - Knowledge Bank with links

Note: This is the first stage of the partnership Knowledge Bank. It is constructed in a holding format until it is determined how this information will be integrated into a more workable format for easy access and continual building. What is listed in Appendix II and in Appendix III are not two formats of info. They have been split into those with direct links and those without. If one should want immediate access to a document found in Appendix III, contact ACOSVO directly.

Scottish Government Guidance


2. Details of the 45 organisations with which the Scottish Government will form Third Sector Strategic Funding Partnerships http://www.scotland.gov.uk/Topics/People/Young-People/Early-Years-and-Family/strategic-funding-partnerships

3. The 2020 Vision For Health and Social Care in Scotland. This paper sets out a new and accelerated focus on a number of priority areas for action in the form of a ‘Route Map’ http://www.scotland.gov.uk/Resource/0042/00423188.pdf

Referrals

1. Webpage from the Improvement Service with documents including Partnership How To Guides, Factors that Promote or Hinder Joint Working and Collaborative Gain. http://www.improvementservice.org.uk/component/option,com_is_search/lang,en/?query=collaborative+working&option=com_is_search&Itemid=1358

Reports


4. The changing public services landscape in Scotland Opportunities and Challenges for the Third Sector http://atlas.napier.ac.uk/three/

Books


Tools


2. Excellence Gateway- This toolkit aims to help you establish or enhance the effectiveness of your approach to collaboration on strategy and delivery. The guidance, frameworks, tools and examples can be used by providers and partnerships to reflect on, develop and improve collaborative working and planning. http://www.excellencegateway.org.uk/node/2942

3. Chief Officers of 3rd Sector, Tool- kit for Managing Change- A useful and practical 80 page guide to support any chief officer to lead change in their organisation. In an attractive, colourful and accessible format, this publication guides the reader through techniques to undertake corporate and operational planning as well as a number of techniques for implementing change and supporting staff and board members through a change process http://www.co3.bz/content/publications


5. The Young Foundation- Framework of outcomes for young people. Designed to highlight the fundamental important of social and emotional capabilities to the achievement of all other outcomes for young people. http://youngfoundation.org/publications/framework-of-outcomes-for-young-people/

6. Skills for Justice- A Learning Resource for Collaborative Working Across the Sector. Funded by the UKCES Employer Investment Fund, Skills for Justice has been delivering the ‘Collaborate’ project, which is set to produce a resource to support leaders and managers in working more effectively across organisational boundaries to deliver great service in these times of austerity. http://www.sfjuk.com/

Good practice guides and models

1. Collaborative working covers a spectrum of ways that two or more organisations can work together, from informal networks and alliances, through joint delivery of projects to full merger. NCVO has a range of resources to support collaborative working. http://www.ncvo-vol.org.uk/advice-support/collaborative-working
2. Making the most out of professional and corporate support - a practical guide for charities

3. This guide provides information on some of the key legal issues and other implications of establishing and working within a consortium. The guide has been developed for social enterprises and other third sector organisations in Scotland and has a specific focus on assisting organisations wanting to enter the public service delivery market - the guide can be used to help inform third sector organisations as to whether this means of working would be beneficial to their organisation.

4. Participation Works Partnership: This guide explains what a consortium is, summarises the advantages and challenges of consortium working and outlines the steps involved in establishing a consortium. http://www.participationworks.org.uk/resources/how-to-use-a-consortium-working-approach


Case Studies

1. Discover the Third Sector- This online resource has been set up to help partnership working between the statutory and third sectors. It is part of a range of work being driven by the Quality Alliance Board to build closer relationships across sectors to help improve health and social care, produce better outcomes for individuals and families, support co-production, person-centeredness and preventative approaches.
   http://www.discoverthethirdsector.org.uk/

Websites/Organisations

1. Consortia Support- Consortia Support is a joint initiative from ACEVO and Neil Coulson Associates to provide support for consortium development and established consortia. By working together third sector organisations can access bigger and more complex commissioning opportunities. http://consortiasupport.org.uk/

2. Charity Comms- the professional membership body for charity communicators, led by the sector for the sector. We aim to improve the standard of communications and champion its role in the sector. We seek to represent, support, inspire, connect and
inform our members and the wider charity communications community.
http://www.charitycomms.org.uk/

3. Guardian Partnership Hub- A community focused site that brings together advice, best practice and insight from the professional community
http://www.theguardian.com/public-leaders-network/partnership


5. Scotland Excel- Procurement for Local Authorities. News pages provide a one-stop shop for up-to-date information on the procurement industry, the Public Procurement Reform Programme, and Scotland Excel. Website members can also access contract-related news and information. http://www.scotland-excel.org.uk/home/KnowledgeBank/KnowledgeBank.aspx

6. The Knowledge Network. This site is for everyone interested in getting knowledge used in frontline practice within the NHS, social services and related areas within Scotland. It focuses primarily on Knowledge into Action (K2A), which is a strategy and implementation plan designed to improve access and use of knowledge within health and social care. http://www.knowledge.scot.nhs.uk/together/knowledge-management-resources/organisational-knowledge-management/what-does-km-mean-to-you.aspx

Private Sector Partnerships

http://www.charitycomms.org.uk/articles/corporate-partnerships-a-survival-guide

Developing Consortia

1. This page explains why and how to develop consortia, providing advice and templates for the process. http://www.ncvo-vol.org.uk/advice-support/public-service-delivery/consortia-subcontracts/consortia-and-mergers


Community Planning Partnerships

1. Community Planning and Single Outcome Agreements (SOAs)- delivering on the Statement of Ambition
http://www.scotland.gov.uk/Topics/Government/PublicServiceReform/CP/communityplanningreview
2. Audit Scotland – *Community Planning Needs a Major Effort to Realise its Full Potential*  
http://www.audit-scotland.gov.uk/media/article.php?id=230

Self-assessment

1. The Public Service Improvement Framework is a self-assessment framework which encourages organisations to conduct a comprehensive review of their own activities and results.  
http://www.improvementservice.org.uk/component/option,com_is_blank/Itemid,985/

Leadership


http://www.ccpscotland.org/policy/workforce-development-network

3. Leadership Exchange Programme – The leadership exchange programme has been developed based on the understanding that all participants share a common experience of engagement in leadership in different organisations. The programme is open to those who serve a leadership role in the Scottish Government, Public Sector and Voluntary sector.  

4. Common Purpose- Common Purpose is an independent, international leadership development organisation. We give people from the private, public and not-for-profit sectors the inspiration, skills and connections to become better leaders at work and in society  
http://www.commonpurpose.org.uk/about

Autonomous Support

1. Outside the Box Development Support. Have worked with groups where it helped to have someone fresh and independent to help move the partnership along  
http://www.otbds.org/service/setting-up-partnerships/
APPENDIX III - Knowledge Bank without direct links

Case studies


Commissioning Guides

Robbie, K & Hutton, E. Collaborative Commissioning. Thinking differently about commissioning public services.

Consortia

- Social Economy Scotland. Developing Consortia. Forming a Consortium for the delivery of public services

Example Documents

These were sourced from interviews and designed to remove any association with a particular organisation. They are useful as guides.

- Memorandum of Understanding
- Strategic Partnership Agreement
- Example of Co-Delivery Agreement
- Example of Strategic Partnership Agreement With Scottish Government

Governance


Improvement Service

- Prospectus 2012-2014. Facing the Future Together
- Outcome Budgeting in the Scottish Public Sector. Final Summary Report
- The Improvement Service. Partnership Working. 2006
- The top ten partnership killers...and solutions
Leadership

- ACEVO & CBI. 2010. Win-Win: The leadership of private and third sector public service partnerships
- Collaborate: Leading and managing for impact across boundaries. 2013

Mergers

VCSClange. 2013. Merger or Takeover?

Skills for Justice

Collaborate Project August 2013 Briefing Document

Surveys

Lomax, A and Atkinson, M. 2013. Charity Merger Survey

Timebanking

- Public Service Delivery Network. Time-banking across organisations: how to create an economy of abundance

Tools

- Audit Scotland. 2010. Best Value toolkit: Effective partnership working
- Hill, J. A Framework for Partnership
- The Alliance. Engagement Matrix
- New Opportunities Fund. Working in partnership: A sourcebook

Written Reports

- McDonald, K., Wilson, L. & Jack, A. Public Social Partnership in Scotland. Lessons Learned
- The Health Foundation. 2012. Evidence scan: Cross Sector working to support large-scale change
- Public Social Partnerships- Lessons Learned. Forth Sector Development