

## Overview

This standard is about supporting managers who are operating at a strategic level and who have the authority to take and implement decisions on behalf of their organisations. They will be responsible for managing the overall partnership process but not necessarily in the day-to-day management of the partnership staff.

'Partnership' includes statutory partnerships in England and Wales and non-statutory partnerships. The standard is more strategic than multi-agency working which can be at operational level.

It is recommended for senior managers who are involved with developing and managing multi-agency partnerships.

## Performance criteria

### *You must be able to:*

1. work with partners to establish strategic frameworks to oversee the work of the partnership
2. establish and agree with partnership member's the strategic aims and operational plan for the partnership
3. establish and agree the contribution that each partner will make to the work of partnerships
4. identify and engage with appropriate partners to take forward overall partnership agendas
5. establish and agree processes and procedures for evaluating the governance, membership and management of partnerships
6. develop, agree and implement protocols for the achievement of partnership aims and objectives
7. establish, agree and implement processes for disseminating information about the partnership's work within individual agencies and to the wider community
8. establish and agree processes for gathering and sharing knowledge and good practice about partnership working to enhance achievement of aims and objectives
9. establish, agree and implement processes to evaluate the effectiveness of partnerships
10. review results from evaluation processes with partners
11. agree and implement recommendations from evaluations to improve the effectiveness of partnerships

## Knowledge and understanding

### *You need to know and understand:*

1. how to develop governance protocols
2. strategic aims and objectives of different partners and how this can impact on governance of partnerships
3. why it is important to recognise potential conflict between the aims of partnerships and the objectives of individual member organisations
4. contributions that different partners can make to the work of partnerships including shared resources
5. the importance of partnership working and why it can improve service delivery and enhance public confidence
6. changing factors and priorities nationally and locally that can impact on partnerships, its members and its strategic goals
7. the legislative framework that partnership working operates within
8. how to evidence and evaluate effective partnership working

## Behaviours

1. You develop and communicate strategic aims clearly whilst listening and responding to the views of others
2. You show sensitivity to the culture and values of partner agencies
3. You show integrity, fairness and consistency in decision making
4. You show behaviour that shows respect for others and a willingness to co-operate with others
5. You understand others' agendas and priorities and negotiate accordingly
6. You construct opportunities for value added relationships
7. You present information clearly and concisely and in a format that promotes understanding and supports decision making
8. You communicate effectively with partners using appropriate method and style
9. You create a sense of common purpose and agenda
10. You find practical ways to overcome barriers
11. You recognise the needs of others to review decisions with others in their own organisations
12. You recognise the opportunities presented by the diversity of people
13. You value the contribution that others make to the partnership

## Skills

Thinking strategically

Communicating

Negotiating

Consulting

Setting objectives

Planning

Reviewing

Problem solving

Analysing

Monitoring

Develop and manage multi-agency partnerships

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Decision making

Managing risks and benefits

Influencing and persuading

Involving others

**Links to other NOS**

This standard is stand-alone but could be linked to Establish and manage links with wider communities Chair and participate in meetings

SFJHG4



Develop and manage multi-agency partnerships

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**Suite** Managing Justice Sector Services, Resilience and Emergencies

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