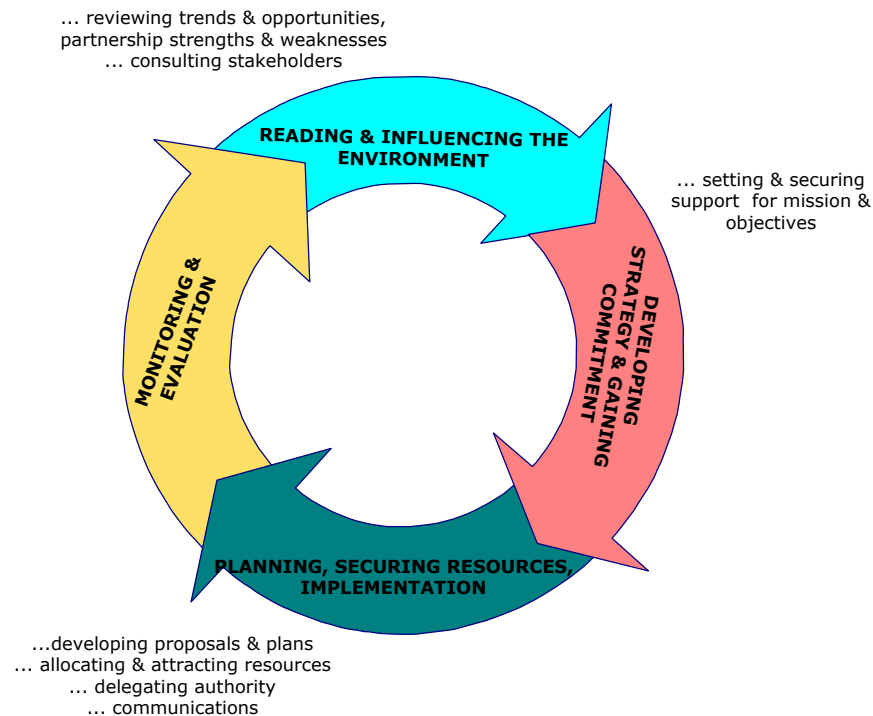


PARTNER RESPONSIBILITIES IN STRATEGIC PARTNERSHIPS

Use this tool to review the functions and responsibilities that you need to perform effectively as partnership members.
(The functions relate to partnerships with a strategic purpose.)



You will find the tool explained on p5. Numbers refer to Management Standards which offer a more detailed benchmark for effective performance of these roles.

STRATEGIC PARTNERSHIPS: RESPONSIBILITIES AUDIT

Partnership Functions and Roles	Do We Need To Do This?	Who Is Responsible?		Do We Need To Do This...		Action Needed
		Partner	Unalloc'd	More ?	Better ?	
<p>A Reading & influencing the environment</p> <p>External environment</p> <ul style="list-style-type: none"> Analyse your partnership's external operating environment (A6.1) Evaluate competitors & collaborators (A6.2) <p>Partnership strengths and weaknesses</p> <ul style="list-style-type: none"> Review your partnership's structures & systems (A6.4) <p>Consulting stakeholders</p> <ul style="list-style-type: none"> Develop effective relationships with stakeholders (A6.3) Maintain communications with stakeholders (G5.4) Keep stakeholders informed of progress (G2.3) 						
<p>B Developing strategy & gaining commitment</p> <p>Vision, mission, objectives & strategies</p> <ul style="list-style-type: none"> Create a shared vision & mission to give purpose to your partnership (A7.1) Define values & policies to guide the work of the partnership (A7.2) Formulate objectives & strategies to guide the partnership (A7.3) Gain support for the partnership's strategies (A7.4) 						

Partnership Functions and Roles	Do We Need To Do This?	Who Is Responsible?		Do We Need To Do This...		Action Needed
		Partner	Unalloc'd	More ?	Better ?	
<p>C Planning, securing resources & implementation</p> <p>Proposals, programmes, projects & plans</p> <p><i>Planning</i></p> <ul style="list-style-type: none"> • Obtain & analyse information to support partnership decision making (D4.1, D4.3) • Agree stakeholder requirements (A3.1) • Plan activities to meet customer/ stakeholder requirements (A3.2) • Agree scope & definition of project activities with partners, stakeholders & sponsors (G4.1) <p><i>Resources</i></p> <ul style="list-style-type: none"> • Review the generation & allocation of resources (B5.1) • Evaluate proposals for expenditure (B5.2) • Obtain financial resources for partnership activities (B5.3) <p><i>Change & improvement</i></p> <ul style="list-style-type: none"> • Identify opportunities for improvements in activities (A5.1) • Evaluate proposed changes for benefits & disadvantages (A5.2) • Plan the implementation of change in activities (A5.3) • Agree the introduction of change (A5.4) • Implement changes in activities (A5.5) <p>Delegation & oversight</p> <ul style="list-style-type: none"> • Make recommendations for expenditure for partnership activities (B3.1) • Support partnership teams (G2.1) • Contribute to planning the development of partnership teams & individuals (C9.2) 						

Partnership Functions and Roles	Do We Need To Do This?	Who Is Responsible?		Do We Need To Do This...		Action Needed
		Partner	Unalloc'd	More ?	Better ?	
Culture & Collaboration <ul style="list-style-type: none"> Gain, develop & enhance the trust and support of partnership colleagues and team members, and stakeholders (C4.1, C5.1, C6.1) Provide guidance on values within the partnership (C6.3) 						
D Monitoring & Evaluation <ul style="list-style-type: none"> Develop measures & criteria to evaluate the partnership's performance (A8.1) Evaluate the partnership's performance (A8.2) Explain the causes of success & failure in partnership strategies (A8.3) 						

Use of the tool

This tool is intended to help address common problems in managing and developing partnerships which occur through a lack of clarity over the roles that partners need to perform, and who is responsible for what. It does not go into specific requirements in different types of partnership, in health, regeneration, etc, but concentrates on what is common across different types of strategic partnership.

Take stock: work through the table, responsibility by responsibility...

- **Is this something we need to do?**
- **Who is responsible? Is it a responsibility we share? Is the responsibility clearly allocated?**
- **Do we need to carry out the responsibility more? Better?**
- **What action is needed? By whom, and by when?**

Previous use of the tool has raised questions which the particular partnership has not been addressing or addressing well enough, eg:

- ensuring that each partner has gained commitment throughout their organisation to partnership objectives, and put in place mechanisms to deliver their agreed contribution
- identifying measures of partnership success, and agreeing how and when to review progress, impact and lessons learnt
- finding ways in which quality, skills and knowledge can be developed through collaboration

Linking to Management Standards

Behind the tool lies a set of national standards for people working in management roles, based on a thorough analysis of what people and teams need to be able to do well if they are to succeed in achieving their objectives.

These standards define what effective performance looks like in such roles, setting out standards for each, criteria to assess whether or not the standards are met, and the underpinning skills and knowledge that an individual needs to bring to bear.

As such they provide a benchmark for looking more closely at what is required for effective performance, not just of individuals but also of teams and partner organisations. The standards can also help to define learning needs and how best to meet them.

The source material is the set of Management Standards published by the Management Standards Centre under the auspices of the Institute of Management. (Contact the Centre at 3rd Floor, 2 Savoy Court, Strand, London WC2R 0EZ; tel: 020 7240 2826; fax: 020 7240 2853; e-mail: management.standards@imgt.org.uk; web: www.management-standards.org/). The wording of the standards is adapted here to reflect requirements in *partnerships* not single organisations.

The standards also form the basis for National Vocational Qualifications in Management.