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#### Overview

This Unit 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 e.g. Crime Reduction Partnerships in England and Wales and non-statutory partnerships such as Community Safety Partnerships and neighbourhood renewal partnerships. The Unit 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.

## SFJHG4

### Develop and manage multi-agency partnerships

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#### Performance criteria

*You must be able to:*

- P1 work with partners to establish the strategic framework to oversee the work of the partnership
- P2 establish and agree with partnership members the strategic aims and operational plan for the partnership
- P3 establish and agree the contribution that each partner will make to the work of the partnership
- P4 identify and engage with appropriate partners to take forward the overall partnership agenda
- P5 establish and agree processes and procedures for evaluating the governance, membership and management of the partnership
- P6 develop, agree and implement protocols for the achievement of the partnership aims and objectives
- P7 establish and agree and implement the processes for disseminating information about the partnership's work within individual agencies and to the wider community
- P8 establish and agree processes for gathering and sharing knowledge and good practice about partnership working to enhance the achievement of its aims and objectives
- P9 establish, agree and implement processes to evaluate the effectiveness of the partnership
- P10 review with partners the results from the evaluation process
- P11 agree and implement recommendations from the evaluation to improve the effectiveness of the partnership

# SFJHG4

## Develop and manage multi-agency partnerships

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### Knowledge and understanding

*You need to know and understand:*

- K1 how to develop governance protocols
- K2 the strategic aims and objectives of different partners and how this can impact on the governance of the partnership
- K3 why it is important to recognise the potential conflict between the aims of the partnership and the objectives of individual member organisations
- K4 the contributions that different partners can make to the work of the partnership including shared resources
- K5 the importance of partnership working and why it can improve service delivery and enhance public confidence
- K6 changing factors and priorities nationally and locally that can impact on the partnership, its members and its strategic goals
- K7 the legislative framework that partnership working operates within
- K8 how to evidence and evaluate effective partnership working

# SFJHG4

## Develop and manage multi-agency partnerships

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### Additional Information

#### 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  
Decision making  
Managing risks and benefits  
Influencing and persuading  
Involving others

#### Links to other NOS

This unit is stand alone but could be linked to HG1: Establish and manage links with wider communities  
MCI HD11: Chair and participate in meetings

## SFJHG4

### Develop and manage multi-agency partnerships

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<b>Developed by</b>	Skills for Justice
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<b>Originating organisation</b>	Skills for Justice
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<b>Original URN</b>	SfJ HG4
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<b>Relevant occupations</b>	Senior managers in Justice sector services
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<b>Suite</b>	Managing Justice Sector Services
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<b>Key words</b>	develop multi-agency partnerships, manage multi-agency partnerships
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