



National Audit Office

Effective partnership working

David Clarke, Director – Civil Society & Commissioning VFM Team

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What is partnership?

PARTNERSHIP (part'ner*ship'), n. The relationship between two or more people or organizations involved with a similar desired outcome working together on a common mission.



- Covers a broad range of relationships,
- "an undertaking to do something together"
- with shared and/or compatible objectives,
- an acknowledged distribution of roles and responsibilities among members,
- whether formal, contractual, or voluntary.

Why is partnership important?

Partnerships are a part of life in all areas

- Personal
- Public sector
- Private sector
- Civil society



Building the Capacity of the Third Sector



Many partnerships involve the public sector and civil society

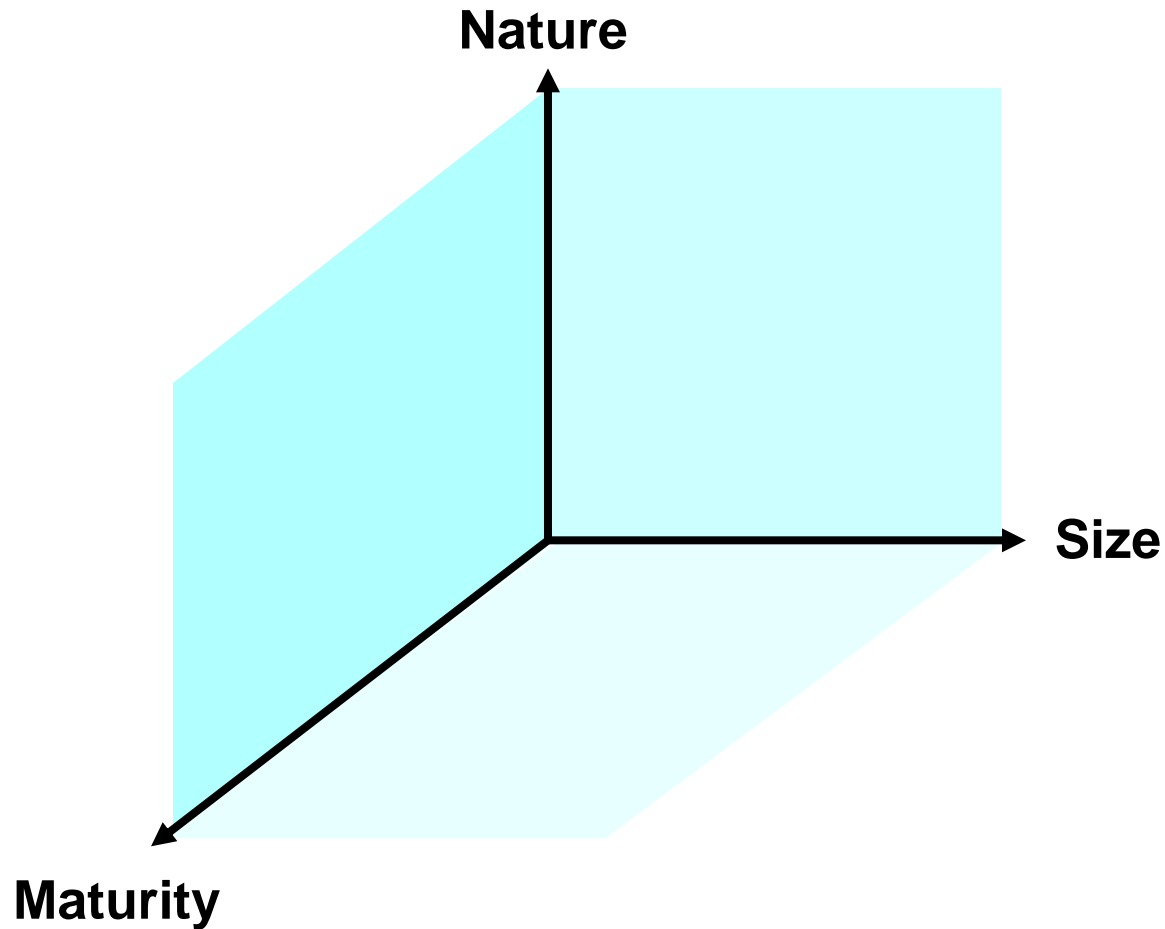
Effective partnership working

The sum is greater than the parts
Effective partnerships provide good
value for money...
...and good VFM is important to NAO

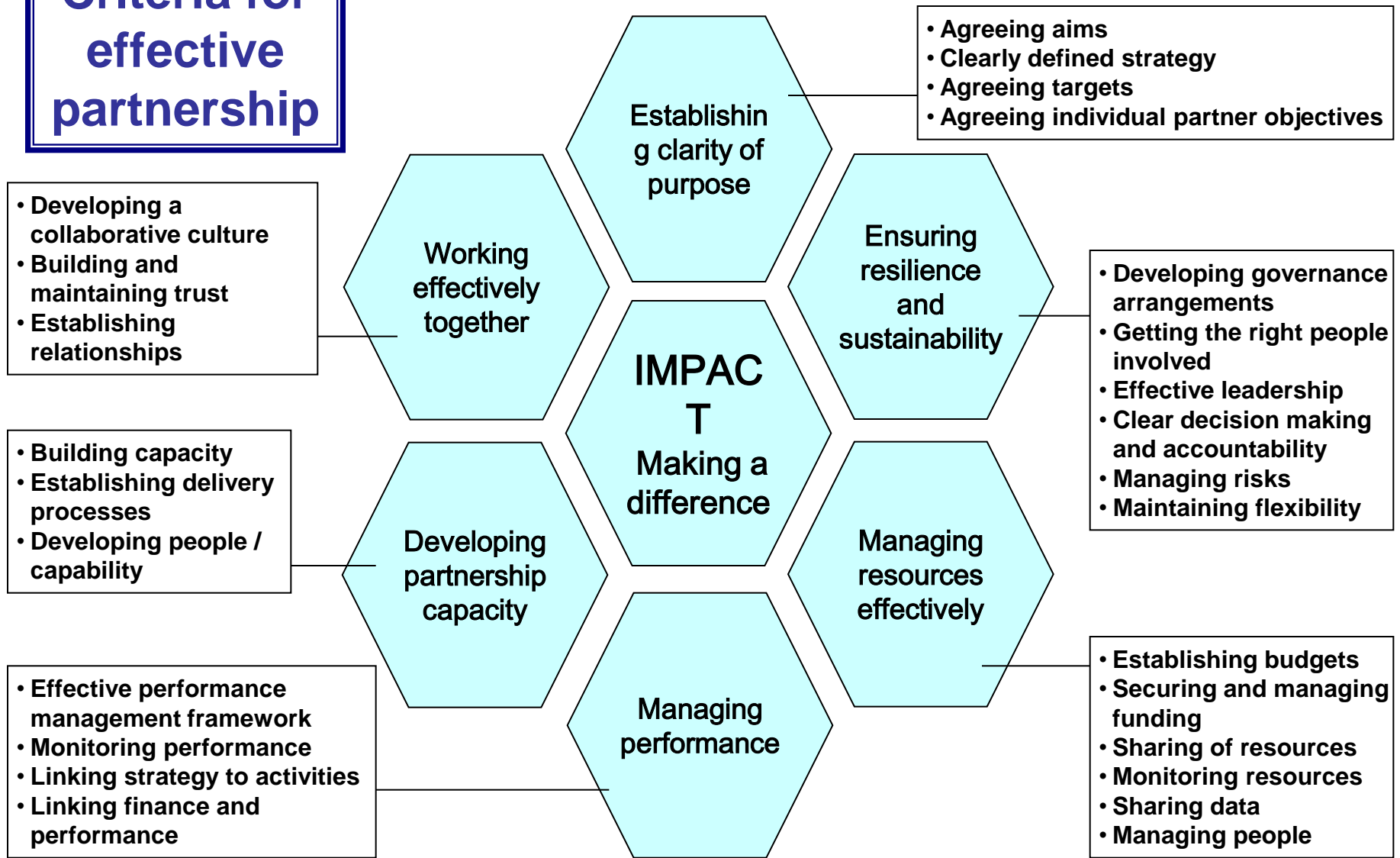


Successful delivery of services
depends on effectiveness of
partnership
- Partnership Audit Tool

Three dimensions of partnership



Criteria for effective partnership



Effective civil society partnerships



Table 1

Characteristics of group development in relation to consortia

Stage	Typical characteristics of the stage of Tuckman's group development	Typical characteristics of the consortia we observed at this stage
Forming	Group members meet each other and there is dialogue but typically members are guarded about their interests and act with reservation.	Consortium has regular meetings and is engaged with other stakeholders. It starts to develop a strategy.
Storming	Group members debate priorities for the group; they may lose their reservations and become confrontational. This could lead to greater and lesser alliances within the group and interaction is more selective.	Consortium members compete for resources to deliver the projects and there are winners and losers. Some may leave the consortium, while others form stronger partnerships.
Norming	Group members reach a stage of cooperation; members get used to each other, develop trust and agree on rules, values, behaviour, shared methods and tools.	Consortium members trust one another and know who is responsible for particular activities. They start to deliver the projects set out in their plans.
Performing	Group members work successfully together. Tasks are completed smoothly and effectively, and without conflict. Members achieve the goals set out at the start of the group development.	Consortia provide quality and effective services, in an efficient and sustainable way. They actively look at ways in which to demonstrate their impact.

Source: National Audit Office

Working with others

- Other relationships
 - Similar principles & good practice
 - Commissioner / provider
 - Grant-maker / recipient
 - Prime contractor / sub-contractor

The Compact

The Coalition Government and civil society organisations working effectively in partnership for the benefit of communities and citizens in England.



I call on the voluntary and community sector, and government to get behind and use this Compact now as a compass for effective partnership

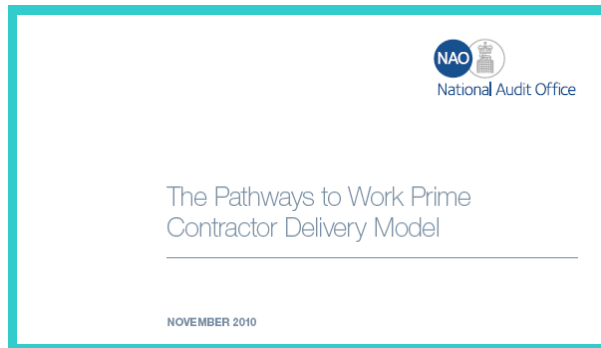
Simon Blake, Compact Voice Chair

Nick Hurd, Minister for Civil Society

It is more important than ever that the public sector and civil society act with respect for each other as we tackle social challenges together.

Working with others

Prime Contractor model



Pathways to Work paper

NAO papers and guides

The Pathways to Work Prime Contractor Delivery Model

<http://bit.ly/miVOq6>

‘Successful Commissioning’

www.nao.org.uk/successfulcommissioning

‘Intelligent Monitoring’

www.nao.org.uk/intelligentmonitoring

Effective Financial Relationships with Third Sector organisations
(the ‘Decision Support Tool’)

www.nao.org.uk/betterfunding

Coming soon...

‘Decommissioning’

www.nao.org.uk/decommissioning



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