



# European Public Sector Award

## Theme 3: Partnership Working theme

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# Scope of Partnership Working theme

- Cross-territorial collaboration
- Public-public partnerships, public-private partnerships and public-third sector relationships
- Shared services
- Collaboration between administrations
- Innovative co-operation or cluster related processes

# Partnership Fundamentals - 1

- A public body cannot decide what it wants from its partnerships unless it is clear about its own corporate/service delivery objectives and how partnership can contribute to them
- Partnerships must contribute tangibly to the corporate/service delivery objectives in order to justify the financial and human resources devoted to them

# Partnership Fundamentals - 2

- Partnerships must:
  - Be better than the alternative means of realising those objectives eg in dealing better with complex issues
  - Justify the opportunity cost of the resources devoted to the partnership
  - Allocate sufficient resources to enable Key Performance Indicators to be achieved
  - Have suitable governance arrangements to deliver planned results and manage risks
  - Measure the actual delivery of planned results.

# Challenges

- Emotional associations of “partnership”
- Crowding out alternatives
- Avoiding “partnership fatigue”
- Ensuring that the form follows function
- Importance of information sharing and communication between partners
- Importance of periodically reviewing continuing relevance

# Results of EPSA 2009...

## New Forms of Partnership Working

### THEME III: NEW FORMS OF PARTNERSHIP WORKING

#### NOMINEES + certificate

|               | Project title   | country | governmental level |
|---------------|---|---------|--------------------|
| [EPSA2009096] | Flytta till Dalarna (Move to Dalarna)   | SWEDEN  | regional           |
| [EPSA2009098] | PRESENT IN SCHOOL, ABSENT IN JAIL- Local partnership to prevent and combat juvenile delinquency and child victimization | ROMANIA | local              |
| [EPSA2009150] | Oldham Partnership  | UK      | local              |
| [EPSA2009195] | Community Alcohol Partnership   | UK      | local              |
| [EPSA2009231] | klima:aktiv mobil   | AUSTRIA | national           |

# Main strengths of nominees

- Co-operation between entities with different core objectives (Cambridgeshire, Oldham)
- Co-operation between entities to address difficult social, economic and environmental issues (“Flytta till Dalarna”, “Klima: aktiv mobil”, “Present in school – Absent from jail”)

# Main emerging conclusions in Partnership Working theme (1)

- Political and senior level support for partnerships is important, but they work better when they are primarily driven by the enthusiasm of those responsible for making them work
- Clarity of objectives for the formation of partnership is a key driver of the likelihood of the success of a partnership



# Main emerging conclusions in Partnership Working theme (2)

- Joint decision making is a strong indicator of an effective partnership (partners empower the partnership to make key and binding decisions)
- Advance pooling by partners of own resources for partnership allocation is a strong indicator of commitment
- Effective partnerships also show agility in response to emerging issues

# Main emerging conclusions in Partnership Working theme (3)

- In effective partnerships, the partners are clear about the opportunity cost of partnerships:
  - Partners can justify how it addresses public service issues better than other means
  - Partnership actually addresses them more effectively

# Main emerging conclusions in Partnership Working theme (4)

- Greater equality in public-third sector partnerships
- Importance of data integrity and security
- Review of the continuing relevance of a partnership is important and will vary from partnership to partnership