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| Title: | **Partnership working**  |
| Level: | **5** |
| Credit value: | **4** |
| Unit guided learning hours | **10** |
| Learning outcomes (the learner will) | Assessment criteria (the learner can) |
| 1. Understand the principles of partnership working
 | 1.11.2 | Explain the differences between strategic and operational partnershipsExplain the key principles for establishing effective partnership working at strategic and operational levels |
| 1. Understand how to meet the needs and expectations of partners
 | 2.12.22.32.4 | Explain how effective partnerships can be formed between stakeholders with a shared interestAnalyse prospective partner interests and expectations for your organisationAssess the long and short term benefits to be gained from effective partnership working in your organisationExplain how barriers to effective partnership working might be overcome |
| 1. Understand how to reach a partnership working agreement
 | 3.13.2 | Evaluate the process for establishing trust and agreement on the partnership’s aims and objectivesEvaluate monitoring and review processes and procedures for the achievement of agreed goals and objectives of an effective partnership working arrangement |
| **Additional information about the unit** |  |
| Unit purpose and aim(s) | The aim of this unit is to develop understanding and ability to work with partner organisations to achieve a common goal. |
| Unit review date | 31/03/2017 |
| Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate) | Links to Management & Leadership 2008 NOS: |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) |  |
| Support for the unit from a sector skills council or other appropriate body (if required) |  Council for Administration (CfA) |
| Equivalencies agreed for the unit (if required) |   |
| Location of the unit within the subject/sector classification system | 15.3 – Business Management |
| Name of the organisation submitting the unit | Institute of Leadership & Management |
| Availability for use |  |
| **Additional Guidance about the Unit** |
| **Indicative Content:** |
| 1 | * Key principles of partnership working such as openness, trust and honesty between partners, agreed shared goals and values, regular communication between partners
* Process for working partnership development, informal and integrated working partnerships
* Levels or degrees of partnership and strategic and operational ‘fit’
* Strategic / Operational partnership working arrangements and differences such as their aims and objectives, commissioning and management arrangements, arrangements for sharing information, monitoring and evaluation
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| 2 | * **Benefits of partnership working such as tackling complex problems that cross organisational boundaries, better co-ordination of product or service change, pooling learning, resources (including financial) and expertise, gaining improved access to financial resources, responding to a perceived threat, increasing joint market share or competitive advantage, collaboration on new joint project beyond the capabilities of a single organisation**
* **Risks of partnership working and barriers to partnership working such as loss of reputation if a partner fails to deliver agreed outcomes, potential loss of intellectual property, different cultures and imperatives leading to conflicts of interest, employee turnover,** reluctance to share information and data, lack of time available to commit to the partnership, misconceptions or previous negative experiences
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| 3 | * **Negotiation skills for reaching a partnership working agreement**
* **Features of a partnership working agreement such as level of formality, shared purpose underpinning the collaboration, specific objectives, partners’ individual vision, mission and values, benefits of collaboration to each partner, length of the collaboration, roles and responsibilities, arrangements and processes for communication, monitoring and audit**
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