

**(Draft Partnership Protocol)**

**The Protocol**

**1 Achieve intended outcomes**

Our priorities are evidence-based and our decision-making is transparent.

We will:

1. Share resources to achieve joint outcomes
2. Ensure that decision-making is transparent
3. Be committed to continuous improvement
4. Ensure that claims of improved performance are based on clear evidence
5. Establish accountability both across the partnership (horizontally) and within each organisation (vertically)

**2 Public interest**

We act in the interest of the public and demonstrate value.

We will:

1. Focus on long-term as well as short-term issues
2. Act in the interests of the public good over individual interests. Consider visibility, input from the public and informing the public of the Council's activities and the rationale behind decisions.
3. Demonstrate to the community how we are achieving publicly valued outcomes
4. Agree a protocol for the handling of complaints that relates to our joint work
5. Promote and ensure public engagement
6. Consider public access to partnerships (and documentation) when appropriate (Note: Most meetings were not held in public, and it was sometimes inappropriate for the public to attend meetings, but this would ensure the provision of documents when appropriate. )
7. Use appropriate, unambiguous and simple language

### **3 Building partners' capacity**

We act to build capacity in our partnership.

We will:

1. Be committed to developing individual partners' skills to achieve our aims  
This was carried out as a matter of course and probably inappropriate for inclusion in the Protocol.
2. Encourage partners to be confident working outside of their organisational culture
3. Be open to partners' suggestions and help.
4. Actively encourage ideas and innovation
5. Ensure that decision-making is transparent
6. Establish accountability both across the partnership (horizontally) and within each organisation (vertically)

### **4 Value and respect each other**

We respect and value everyone's contribution.

We will:

1. Actively promote a "no-blame" culture
1. Ensure that all partners contribute appropriately and openly
2. Acknowledge the capabilities of all members
3. Recognise and embrace the role of voluntary and community sector partners
4. Avoid dominance by individuals
5. Respect each other's roles and needs
6. Actively encourage the participation of all partnership members
7. Build effective working relationships with each other
8. Recognise the value of all partners' contributions

## **5 Act ethically**

We act ethically. We are open and objective and encourage constructive challenge.

We will:

1. Be honest and objective
2. Support partners both to understand and constructively challenge any poor behaviour
3. Agree how we will achieve democratic accountability
4. Ensure that our dialogue is open and transparent
5. Declare conflicts of interest and address them
6. Make sure that the purpose of all meetings is made clear
7. Agree a mechanism for “whistle-blowing” and dealing with complaints
8. Ensure that “whistle-blowers” are supported

## **6 Aligning strategies and networks**

We harness our collective efforts through joint planning, delivery and governance arrangements. This must be clear evidence-based.

We will:

1. Encourage all partners to actively shape the strategy and share information.
2. Ensure that partners can influence the decision-making of partner organisations
3. Allow sufficient time and capacity to be given to understand an issue and to reflect on its impact
4. Make sure that actions taken by the partnership are clear, time-limited and task-orientated
5. Ensure that agreed actions are carried out