

# 10 ingredients for successful partnerships

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# What makes a successful partnership?



# Plan



- Recipe based on personal experience and reflection grounded in applied academic research
- 10 ingredients unpacked
- Using partnership examples as a narrative
- Lessons learnt



# Experience



## PAST

- Cardigan Bay Forum (Chair) + research
- Wales Rural Forum (Member) +research

## PRESENT

- Relu Managing Environmental Change at the Rural Urban Fringe
  - Policy/Academic transdisciplinary partnership
  - North Worcestershire Green Infrastructure Partnership
  - Local Enterprise Partnerships

# Prepare well

- Study your “table” from where you currently operate.
- Think what ‘ingredients’ you need to make improvements
- Partnerships are only 1 ingredient solution you might choose



# 1 Define your Purpose



- In response to a clear need/gap
- Scope and boundaries defined
- Complement and adds value to existing structures



# 2 Secure Commitment



- Strong and Active Membership = success
- Develop strategies to maximise investment of time and resources
- Agencies see value to release staff for long term
- Clear outcomes

# 3 Include all relevant people

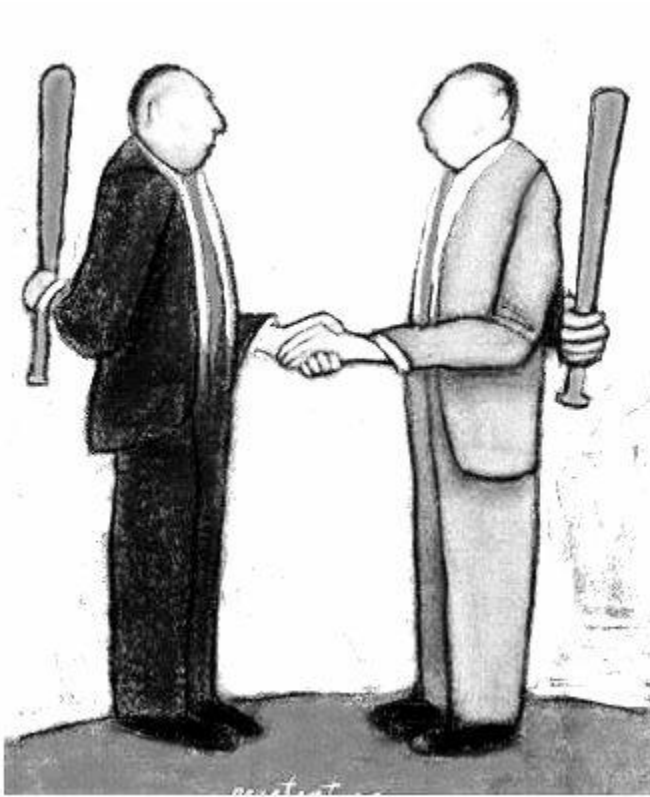


- Who are your potential partners
- Who is excluded
- Clarity of membership philosophy
- Differing perceptions of partnership





# 4 Manage Conflict and Disappointment



- Conflict and failures are key aspects of any partnership
- It is how it is handled and managed that is key
- Creating climate to share and discuss problems openly
- Importance of being in or out of public gaze

# 5 Build Respect and Trust



- Considerable up front investment of time needed
- Important and collective actions
- Operate outside constraints of agency boundaries
- Ability to evolve into new directions and punching above its weight.
- External and internal respect.



# 6 Communicate effectively



- Importance but neglect of communication
  - Internally to participants
  - Externally to host organisation
  - Externally to other players (nonpartnership)
- Use diversity of sources
- Role of grants in supporting good communication

# 7 Establish clear procedures for decision making



- Partnership needs clear processes for decision making
- Clarity of roles
- Equality of power and influence
- Formal vs informal procedures
- A Partnership view?
- Accountability to wider publics



# 8 Secure good leadership and management



- Under researched in a partnership context
- Range of differing styles
- Conductor = best metaphor
- Role of exec or management committees
- Beware cult personality

# 9 Promote sustainable partnerships

- Lifecycle of partnerships
- Its success is when it ceases to have a role
- Build capacity of members
- Evolve and adapt
- Embed in governance structures
- Promote social learning
- Legacy



# 10 Learning within and without



- Ensure that partnership work influences your own agency work
- Ensure that you influence the partnership work



# ? Je ne Sais Quoi



- Its that special ingredient that cant be defined
- Its all in the mix.





# Lessons



- Mix all 11 ingredients carefully
- Partnerships = 1 possible response
- Distinct Lifecycles
- Enable collective thinking outside the box
- Money can negatively affect success
- Build from successes and disappointments