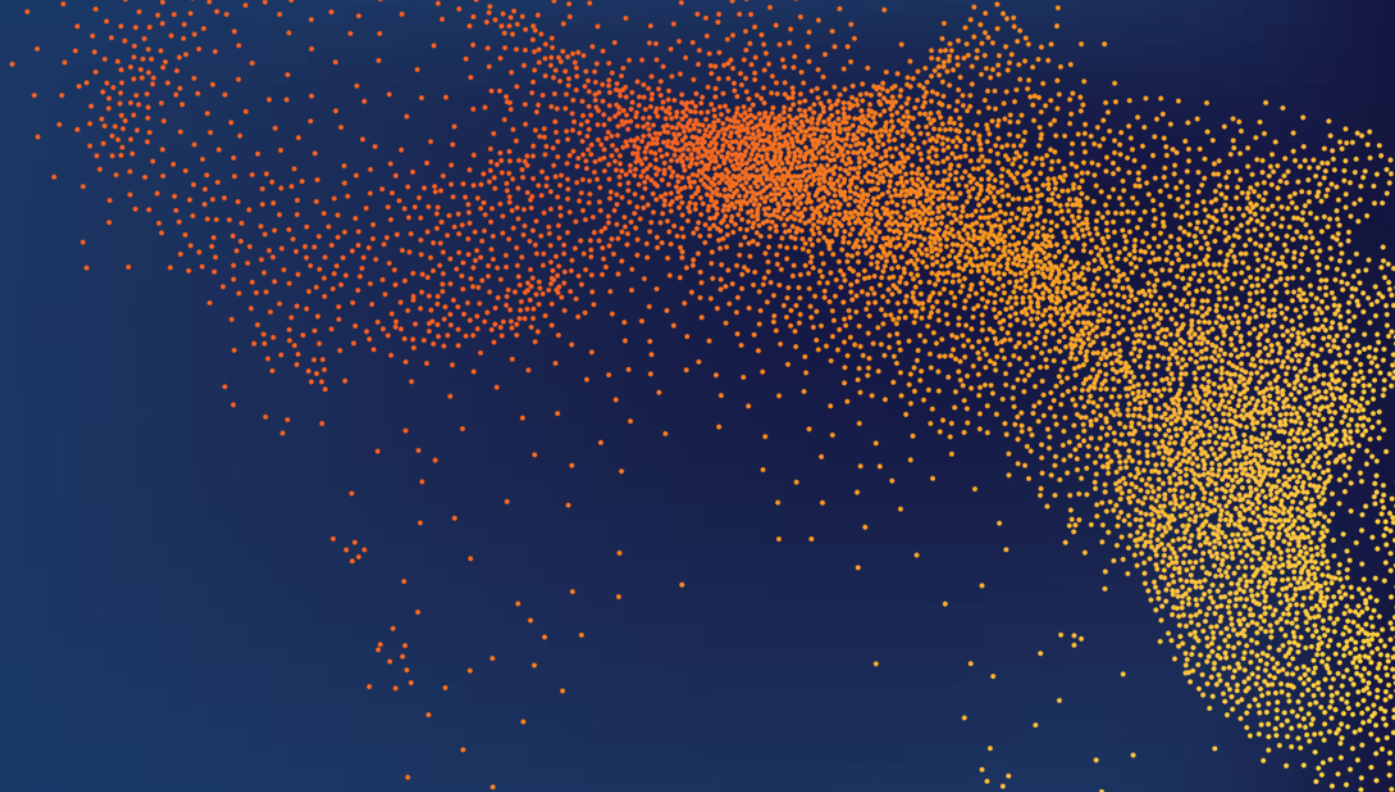




Strengthening partnership: A program for partnership development

Nous Group | 4 June 2020

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Executive summary

Multiple government and non-government organisations contribute directly and indirectly to the provision of community and human services, impacting the lives of thousands of Western Australians. The quality of partnership between government agencies, including the Department of Communities (Communities), and non-government organisations, including the community services sector, is a critical success factor in the delivery and impact of community and human services to Western Australians.

There is widespread agreement across the Western Australian (WA) community and human services system that there is an imperative to strengthen the current partnership ecosystem, which brings Communities and the community services sector together through various partnership forums and processes. Reflecting this commitment and its role as system steward, Communities engaged Nous Group (Nous) to work with its Community Sector Partnerships Team (Partnerships Team) to review and reset the agency's ways of working with the community services sector and, where appropriate, other government and non-government partners.

This report outlines our findings from consultations with government and non-government leaders across the community and human services system to understand the current state of partnership. Analysis of the current partnership 'ecosystem' – the various network of partnership mechanisms which bring system stakeholder together - indicates that current partnership mechanisms do not adequately address the needs of the system.

To address these challenges, and maximise the potential collective impact of government and non-government partners on the community and human service system, three key requirements for the future have been identified:

- The need to define the **purpose and vision** of government-non-government partnership within the community and human services sector.
- The need to enhance **mechanisms for partnership delivery** to improve sector and sub-sector stewardship, strategy and service delivery.
- The need to invest in developing enhanced **partnership capabilities**.

Our consultations revealed a range of actions that Communities and the sector could consider taking to achieve the three requirements for the future. These include:

- Developing a **partnership strategy** to articulate Communities' ambition and approach to partnership.
- Establishing new mechanisms to address critical gaps in the partnership ecosystem.
- Undertaking various activities to **lift organisational capability** for partnership. This includes lifting workforce capability and capacity, culture, and processes and systems.

If Communities and the sector further develop and implement the actions identified for consideration in this report, they would be well-positioned to lead the transformation to a clear, integrated and sustainable partnership ecosystem that brings government and non-government partners together, to improve the social outcomes of people and communities across WA.

Background to the report

There has been widespread recognition of a need for Communities to strengthen its partnership with the community services sector. For example, the Agency Capability Review identified "improving [the] outward focus" of Communities as an area of focus for the immediate future.

Although the COVID-19 crisis poses unprecedented challenges at a range of levels, it also presents Communities with an opportunity to **review and reset its ways of working with the community services sector**. Nous has been engaged to support Communities to **identify options for long-term partnership between Communities and the community services sector**.

This report sets out our insights on the current state of partnership between Communities and the sector and future requirements, and maps out a path forward for stronger partnerships between Communities and the sector moving forward.

Stakeholders engaged

Over the past few weeks, Nous has had the opportunity to engage with a number of leaders from Communities, other government agencies and the community services sector. Their contributions formed a key input into the insights articulated in this report.

STAKEHOLDER	ORGANISATION	STAKEHOLDER	ORGANISATION
Caron Irwin	Department of Communities	Andrew Davy	Department of Finance
Jason Beeley	Department of Communities	Kim Lazenby	Department of Premier and Cabinet
Rachael Green	Department of Communities	Jennifer Dass	Department of Premier and Cabinet
Paul Isaachsen	Department of Communities	Michelle Scott	McCusker Centre for Citizenship
Jacqueline Littlejohn	Department of Communities	Jodi Cant	Department of Finance
Samantha Palmer	Department of Communities	Debra Zanella	WA Council of Social Services
Kassia Tomlins	Department of Communities	Louise Giolitto	WA Council of Social Services
Nigel Hindmarsh	Department of Communities	Jennie Gray	WA Council of Social Services
Nilushka Wijayadasa	Department of Communities	Sue Ash	Department of Premier and Cabinet
Jennifer McGrath	Mental Health Commission	Maria Harries	University of Western Australia
Shaun Whitmarsh	Department of Finance	Taskforce Co-Chairs	Various
Kate Ingham	Department of Finance	Partnerships Team	Various

Our methodology



There is widespread commitment to strengthening partnerships across government and the community services sector

Partnership between government and the community services sector has been a long-standing success factor in the delivery of community services in WA. Recently, stakeholders have demonstrated an increased commitment to strengthening these partnerships. Below are several examples of this commitment.



CENTRAL AGENCIES & OTHER GOVERNMENT

The *Delivering Community Services in Partnership (DCSP) Policy* sets out several partnership principles and behaviours dedicated to encouraging genuine partnership between government agencies and the community service sector.

Our Priorities is the WA Government's response to the challenge of focusing the capacity of the state government to deliver better outcomes for all Western Australians.

Recommendations of the *Service Priority Review* included whole-of-government targets, greater data sharing across government, and increased co-design.



DEPARTMENT OF COMMUNITIES

Communities' purpose is: *"Collaborating to create pathways that enable individual, family and community wellbeing."*

The Agency Capability Review identified the need to improve Communities' outward focus.

Communities has established five Cultural Councils to provide cultural advice and ensure partnership with Aboriginal communities.

A range of co-design projects have been undertaken in Out of Home Care (OOHC), Family and Domestic Violence, and Homelessness.

Communities is partnering with the Mental Health Commission (MHC) and the community services sector to respond to COVID-19 pandemic.



COMMUNITY SERVICES PEAK BODIES

The WA Council of Social Services' (WACOSS) purpose as a Change Enabler is: *"We are a partner, collaborator and broker to government and community to facilitate positive change."*

WACOSS co-led the development of the WA Outcomes Measurement Framework with the Department of Premier and Cabinet, and led the development of the Co-design Toolkit.

The WA Association for Mental Health (WAAMH) states: *"Our membership comprises community-managed organisations [...] with whom WAAMH engages in genuine partnership."*



COMMUNITY SERVICE PROVIDERS

Several community service providers have increased lived experience representation on boards and board sub-committees.

References to "partnership" and "collaboration" are prolific in various community service providers' strategic plans.

A number of cross-sector networks have emerged including the Financial Counselling Network and Family Support Networks.

There has been notable growth in joint ventures, for example, the Impact Collective between Chorus, Rise and Ruah Community Services.

The foundations for future partnerships have been set through principles documented in the *DCSP Policy* and Taskforce Partnership Charter

Basing future government-community services sector partnerships on a shared set of principles and behaviours they would expect to see from one another will help to ensure they are grounded in shared values and a shared understanding of partnership. The *DCSP Policy* and Taskforce Partnership Charter both set out several partnership principles which may provide useful foundations for future partnerships.

PRINCIPLES FROM THE DELIVERING COMMUNITY SERVICES IN PARTNERSHIP POLICY

A joint commitment to improve health, well-being, social, cultural and economic **outcomes for the Western Australian community**.

A recognition of the **value and contribution** of Public Authorities, the not-for-profit community services sector and service users in the planning, co-design and delivery of Community Services.

A commitment to **fostering a diverse sector** of small, medium and large not-for-profits that place the service user at the forefront in the planning, co-design and delivery of sustainable Community Services.

A **collaborative approach to decision-making** based on mutual trust and respect that fosters openness and transparency in procurement of Community Services.

An enduring commitment to the **sustainability** of Community Services.

A commitment to **reduce the administrative burden** associated with the procurement of Community Services.

PRINCIPLES FROM TASKFORCE PARTNERSHIP CHARTER

We work to **re-invigorate trust** and free ourselves from historic patterns of relationships that have existed between organisations and sectors.

The **immediate needs of the community** are at the centre of our response to COVID-19.

We value **culture and diversity**.

We **work together as equals** – while respecting our distinct roles and constraints.

We **communicate transparently and often**.

We share **success and challenges**.

We have **collective accountability**.

Consultations with government and community services sector leaders has shed light on a number of challenges associated with the current state

There are a number of challenges associated with the current state of partnership between Communities and the community services sector which align with three areas of focus: partnership vision, partnership delivery, and partnership capability.

PARTNERSHIP VISION

What purpose does Communities and the sector want to achieve together?

- There is **strong, widespread commitment** to strengthening partnerships across both Communities and the community services sector, to improve outcomes for Western Australians. However, parties have **varying expectations and understandings** of how that commitment can be translated into action.
- While the *DCSP Policy* provides a solid, general foundation for partnerships between government and the community services sector, the extent to which it has been **operationalised is unclear**.
- There is currently **no Communities-wide partnership framework or strategy** to support strong Communities-community services sector partnership. Consequently, there is no clear, consistent understanding of Communities' ambition and approach to partnership across the agency.

PARTNERSHIP DELIVERY

Through what mechanisms do Communities and the sector work together?

- **Coverage** across the current partnership ecosystem is **incomplete**. Although there are a number of mechanisms, they do not collectively address the needs of a thriving partnership ecosystem. Consequently, some mechanisms are used for multiple purposes, despite not being fit for purpose.
- How existing partnership mechanisms **interface with and relate to** one another are **not clear**. The potential value of the place-based District Leadership Groups are not sufficiently integrate with other, typically centralised, partnership mechanisms.
- Existing mechanisms require **the right stakeholders to be involved** to be successful and have integrity. Various mechanisms often lack representation of people with lived experience or bring together multiple levels of government.

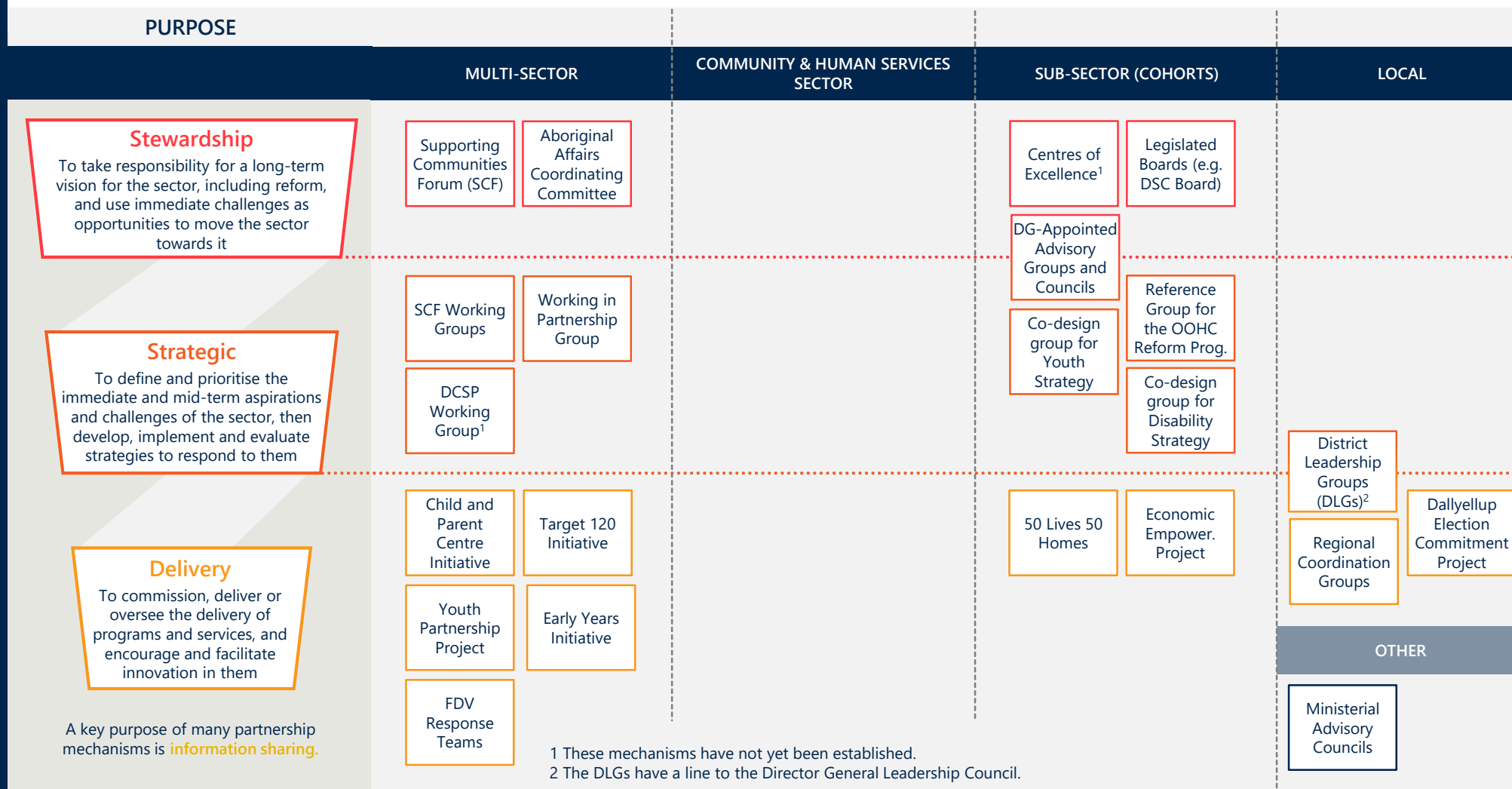
PARTNERSHIP CAPABILITY

What workforce capability, capacity, culture, and processes and systems do Communities and the sector need to work together?

- There are pockets of strong **capability** for partnership across Communities and the community services sector, however, there is significant dispersion and a number of **major gaps** which need to be addressed to support partnership.
- Prior to the creation of the Partnerships Team, Communities did **not have a unit dedicated to supporting partnerships** with the sector. Support for partnerships was dispersed throughout Communities and the sector, which led to inefficiencies and reinforced fragmentation across the partnership ecosystem.
- While the *DCSP Policy* outlines principles and behaviours that government and the community services sector would expect to see from one another in partnership, these **principles and behaviours have not been embedded** in Communities' ways of working with the sector, and vice versa.

We have mapped the partnership ecosystem to understand coverage

Nous has mapped the ecosystem of partnerships, based on the purpose of each mechanism and its level of focus. Some mechanisms identified below are driven by Communities, while others are multi-agency in nature. The map is not exhaustive, however, reflects the general coverage of the partnership ecosystem which bring Communities and the community services sector together.



Coverage across the partnership ecosystem is fragmented, impeding the full benefit of partnership across systems and sectors

There are four priority gaps which Communities and the sector could work together, and with others, to address. The most critical gap relates to the absence of sector-wide partnership mechanisms that will drive community and human service stewardship, strategy and delivery in WA.

COVERAGE OF PARTNERSHIP MECHANISMS				
PARTNERSHIP PURPOSE	LEVEL OF FOCUS			
	Multi-sector	Community and human services sector	Sub-sector (Cohorts)	Local
	Stewardship			
	Strategy			
	Delivery			
	Information sharing			
	Covered: Sufficient structures are operational and are performing adequately.			
	Partial gap: Sufficient structures are operational, but could be enhanced.			
	Gap: Insufficient structures are operational.			

This table (see left) summarises the coverage of existing partnership mechanisms, excluding the Vulnerable Cohort Taskforces (Taskforces).

Analysis of the current partnership ecosystem along with consultation with key government and community services sector leaders has revealed four priority gaps in the current partnership ecosystem:

1. **Stewardship at the multi-sector level** that brings together government and non-government leaders from across multiple sectors relevant to community services outcomes, including health, mental health, justice and education.
2. **Stewardship, strategy, delivery and information sharing at the sector level** that brings together government and non-government leaders from within the community and human services sector.
3. **Stewardship, strategy and delivery at the sub-sector level across most sub-sectors** that brings together government and non-government leaders from within those specific sub-sectors.
4. **Greater coherence and connectivity across the partnership ecosystem** to promote the efficiency and effectiveness of all mechanisms.

The level of partnership being pursued is not clear within various parts of the ecosystem

There are several levels of partnership that parties can pursue when working together (see below). While there is no single 'right' level, it is critical for partners to negotiate and agree on which level they want to pursue. Currently, there is no agreed understanding of what levels of partnership are being pursued by various mechanisms.

PARTNERSHIP CONTINUUM (SEE APPENDIX A FOR FULL CONTINUUM)



PARTNERSHIP

Joint activities, decision-making and processes over time towards a shared long-term purpose



COLLABORATION

Joint activities towards a shared discrete or short-term purpose



COOPERATION

Some separate and some joint activities towards a shared discrete or short-term purpose



COORDINATION

Separate activities towards a shared discrete or short-term purpose

Complexity and longevity of the challenges or opportunities they are responding to together

Within the current partnership ecosystem, the levels of partnership used by various forums are not clearly defined, with different stakeholders holding different expectations of, for example, the extent to which decision-making authority is shared or the duration of the relationship.

Further, the partnership ecosystem is made up of a range of stakeholders, each with their own organisational and/or sector approach to partnership. This variation exists both between and within government and non-government organisations.

This lack of clarity regarding the approach to and level of partnership to be used in some forums has contributed to a number of challenges in partnership. This includes frustration over expectations not being met which has contributed to conflict at times.

Determining the right level of partnership for a partnership forum or group is subject to its purpose and membership. While there is no single 'right' level, it is highly critical that partners negotiate and agree on which level to pursue – to avoid the consequences of misaligned expectations.

A more detailed 'partnership continuum' which sets out the different levels of partnership is provided in Appendix A on Pages 19 – 21.

Communities will need to work with the sector and others to pursue three future requirements to improve social outcomes for Western Australians

To address the challenges described in the previous chapter and achieve its overarching goal of partnership, Communities and the sector will need to work together, and with others, to achieve three requirements for the future.

Stakeholders that were consulted agreed unanimously that the overarching goal of partnership – now and into the future – needs to be:

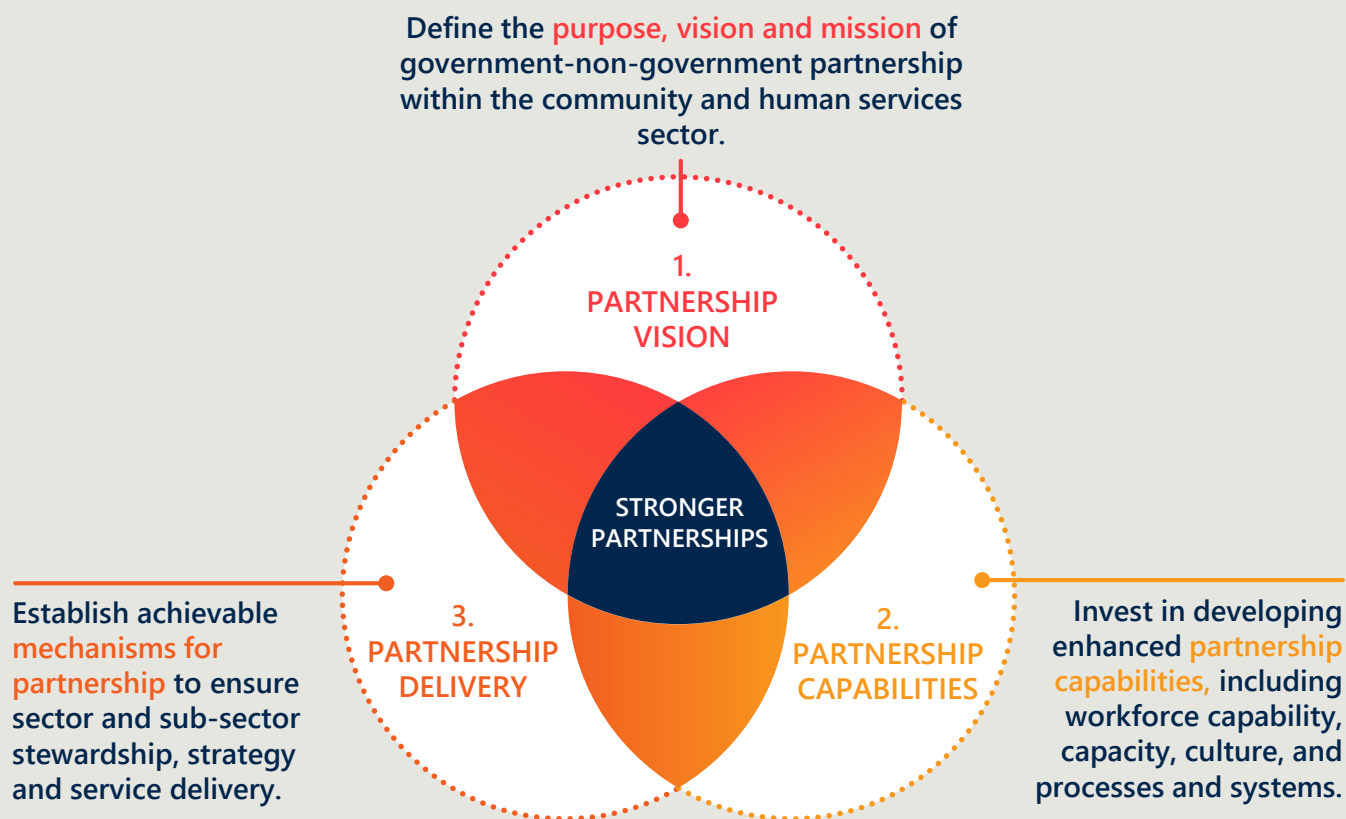
*To improve the social outcomes of people and communities across WA by **developing a clear, integrated and sustainable partnership ecosystem that brings government and non-government partners together.***

To achieve this goal, Communities and the community services sector will need to work together, and with others, to overcome the challenges in the current state and achieve a number of future requirements for stronger partnerships (see right).

It will be important for all three requirements for the future to be pursued together, as one cannot be achieved without the other. Further, it will be important that these enhancements are achieved across the partnership itself, including Communities, the community service sector and others.

In the subsequent pages, areas for further consideration are outlined regarding specific actions that could be considered for future implementation. Ultimately, a way forward should be agreed in partnership.

REQUIREMENTS FOR THE FUTURE



Government and sector leaders have identified a broad range of actions that could be taken to achieve the future requirements

During consultations, leaders from the government and the community services sectors identified a number of actions that Communities and the sector could consider taking to achieve the three requirements for the future identified on Page 15. These actions for consideration are outlined below, aligned to the relevant future requirement.

VISION	Define the purpose, vision and mission of government-non-government partnership within the community and human services sector	Communities and the sector could co-develop a partnership strategy or program that sets out the purpose and vision, scope and activities of partnership, and provides a clear framework for future partnership between Communities and the sector. This would help to ensure partners have aligned expectations and understandings of what partners aim to achieve together and how they intend to do so.
DELIVERY	Establish achievable mechanisms for partnership to ensure sector and sub-sector stewardship, strategy and service delivery	- Communities and the sector could consider establishing new partnership mechanisms that address critical gaps in the ecosystem (see Page 10). This could include, for example, a community and human services sector stewardship forum and/or strategic group. The establishment of the centres of expertise (already in progress) will address the need for a strategic forum at the sub-sector level in some cases. Support of sub-sector peak bodies should be sustained, to ensure that there is strong stewardship at the sub-sector level. - Communities and the sector should continue to participate in the DLGs to maximise partnership regarding place-based strategic planning and delivery. - Communities could continue to operationalising DCSP Policy partnership principles through its commissioning processes and practices. - Communities and the sector should sustain representation at the SCF and other stewardship forums (e.g. AACC) to ensure the input of community and human services sector is well-reflected in multi-sector stewardship decisions and initiatives. - Communities and the sector could work together to facilitate communication between and coordination of multiple partnership mechanisms to promote connectivity. This could be done by, for example, creating an annual joint forum that brings together various partnership bodies to review stewardship, strategy and delivery across multiple sectors relevant to community and human service outcomes.
CAPABILITIES	Invest in developing enhanced partnership capabilities , including workforce capability, capacity, culture, and processes and systems	- Communities could sustain and empower a unit dedicated to supporting partnerships with the sector (the Partnerships Team), to improve efficiency and reduce fragmentation across the ecosystem. This unit could have responsibility for coordinating partnership development activities, and leading internal partnership capability development and culture initiatives. - Communities and the sector could focus on identifying and addressing partnership capability development priorities through coaching, training and resources. - Communities and the sector could work together to foster the culture for partnership, including embedding the <i>DCSP Policy</i> and rolling-out partnership principles. These could be the partnership principles articulated in the Taskforce Partnership Charter (see Appendix B) or a new set of principles – the decision will require widespread consultation. Technology and digital platforms to enable communication, data analytics and information sharing between partners could be improved.

Pursuing these proposed actions could help to reduce fragmentation in the partnership ecosystem

By implementing the actions proposed by government and community services sector leaders, priority gaps in the current partnership ecosystem previously identified could be addressed, thereby contributing to a less fragmented, more complete ecosystem.

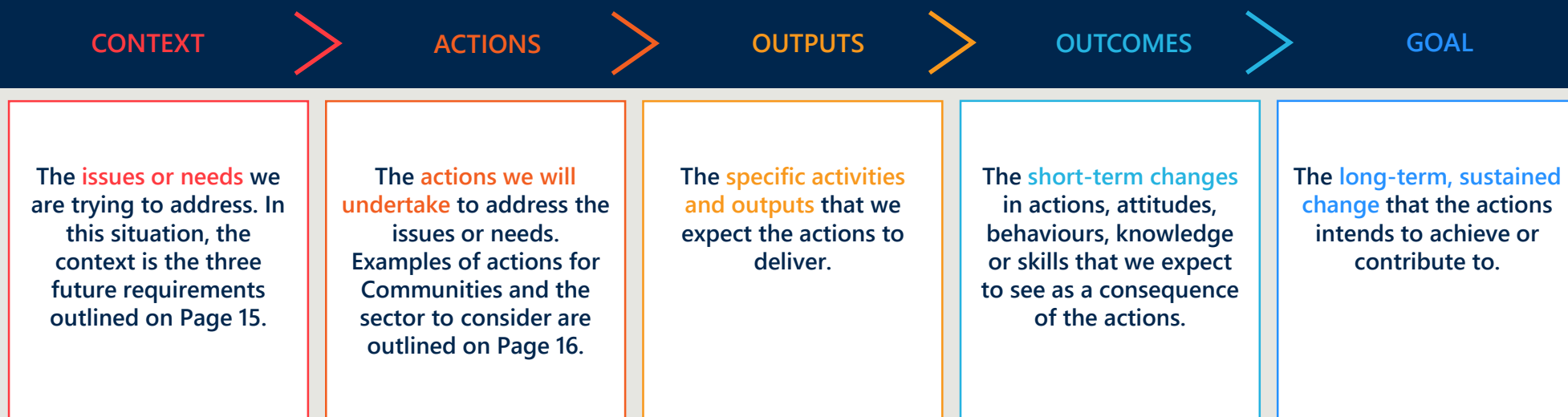
		LEVEL OF FOCUS			
PARTNERSHIP PURPOSE		Multi-sector	Community and human services sector	Sub-sector (Cohorts)	Local
	Stewardship	Sustaining Communities and sector representation at SCF and AACC	Establishing new mechanisms for partnership	Supporting sub-sector peak bodies	Participating in and supporting DLGs
	Strategy		Establishing new mechanisms for partnership	Establishing centres of expertise Establishing new mechanisms for partnership	
	Delivery		Establishing new mechanisms for partnership	Operationalising the <i>DCSP Policy</i> through commissioning processes and practices	Participating in and supporting DLGs
	Information sharing		Developing partnership capability		

Nous suggests that a comprehensive yet pragmatic partnership development *program* will be needed to achieve the future requirements

To achieve the requirements for the future, a comprehensive yet pragmatic **partnership development program** is needed. A program logic provides a useful framework for structuring this program.

To overcome the challenges in the current state of partnership and achieve the requirements for the future, a **partnership development program** that is clearly defined, well-resourced, and actively monitored will be required. As with any major change, success will require discipline and structure to deliver. By establishing a logical program of work, partners ensure that they dedicate time and effort to the right changes at the right time to deliver value.

A program logic provides a useful framework for setting out and structuring this partnership development program. A program logic would describe the link between following elements:



Appendix A

Partnership continuum

Partnership continuum

Each level of partnership requires different conditions for success. This partnership continuum explores this in detail, drawing on the well-known **conditions of collective impact**¹ as a guiding framework.

CONDITIONS OF PARTNERSHIP		COORDINATION	COOPERATION	COLLABORATION	PARTNERSHIP
		Common purpose and measures of progress <i>What do we want to achieve and how do we measure our progress?</i> - Partners share a purpose to meet the needs of vulnerable people, but can work largely independently to achieve it. - Consumers and people with lived experience drive purpose definition. - Partners inform one another of their responses to a specific challenge or opportunity and avoid duplication. There is no commitment to working as partners on other challenges and opportunities. - Partners retain individual measures of progress.	- Partners share a purpose to meet the needs of vulnerable people and there is a degree of overlap in work that improves outcomes. - Consumers and people with lived experience drive purpose definition. - Partners work together to respond to immediate challenges or opportunities. There is no commitment to working as partners in the future. - Partners may agree on some common measures of progress, but retain some individual measures of progress.	- Partners share a purpose to meet the needs of vulnerable people and have an integrated response for a specific issue. - Consumers and people with lived experience drive purpose definition. - Partners work together to respond to immediate challenges or opportunities. There is likely a commitment to working on other collaborations in the future. - Partners agree on common measures of progress for the specific collaboration.	- Partners share a purpose to meet the needs of vulnerable people systemically over the longer term. - Consumers and people with lived experience drive purpose definition. - Partners work together to respond to immediate and future challenges or opportunities. - Partners agree on common measures of progress. They have shared processes and systems for measuring and tracking progress that are adaptable to multiple issues.
CONDITIONS OF PARTNERSHIP		Mutually reinforcing activities <i>How do we deliver value?</i> - Partners may identify their own priorities and develop their own action plans, but will coordinate with the other to reduce duplication and identify opportunities to streamline effort. - Consumers and people with lived experience are involved in designing activities independently with partners. - Partners undertake separate activities that contribute to a shared purpose. - Each partner may not understand what capability and capacity the other brings.	- Partners may identify priorities and plan actions through joint discussions – but are not bound by the outcome. Partners may, for example, identify some of their own priorities. - Consumers and people with lived experience are involved in designing activities without duplication. - Partners undertake some separate and some joint activities to achieve a shared purpose. They have separate roles and responsibilities in joint activities. - Each partner has some understanding of the capability and capacity of the other, but do not systematically leverage their collective strengths.	- Each partner has an opportunity to have input into priority identification and planning activities. - Consumers and people with lived experience are involved in designing activities jointly with partners for the specific issue. - Partners undertake joint activities that achieve a shared purpose. They have separate roles and responsibilities in joint activities. - Partners understand what capability and capacity they each have, and this informs how roles and responsibilities in activities are allocated.	- Partners work together as equals to identify priorities and plan activities. - Consumers and people with lived experience are involved in designing activities. - Partners set up joint systems that can be applied to multiple issues over time. - Partners undertake joint activities that achieve a shared purpose. Some staff have roles and responsibilities in joint activities which cross the traditional boundaries that exist between partners. - Each partner understands and respects the unique capability and capacity the other brings. Roles and responsibilities are matched to their strengths, to make best use of what they each have to offer.

¹ We have adapted the five conditions of collective impact (common agenda, shared measurement, mutually reinforcing activities, continuous communication, and strong backbone) from: <https://www.collectiveimpactforum.org/what-collective-impact>.

Partnership continuum

Each level of partnership requires different conditions for success. This partnership continuum explores this in detail, drawing on the well-known **conditions of collective impact** ¹ as a guiding framework.

CONDITIONS OF PARTNERSHIP	PARTNERSHIP CONTINUUM			
	COORDINATION	COOPERATION	COLLABORATION	PARTNERSHIP
Continuous communication <i>How do we communicate and relate to each other?</i>	- Partners communicate on an ad-hoc basis through a limited set of formal channels. - Partners are reluctant to share data with each other and may only share a limited amount. - The value of individual intellectual property outweighs the benefit of sharing information. - Partners tolerate, but may not necessarily trust each other. - There are no established mechanisms for managing conflict. Consequently, conflict that arises between partners may not be well-managed. - Partners may have limited awareness of the priorities, roles and responsibilities of the other outside of the partnership.	- Partners communicate on a regular, agreed-upon basis through formal channels. - Partners are willing to share data with each other on an ad-hoc basis (e.g. by request). There is no shared storage of data. - Each partner trusts the other to deliver on their commitments. - There are established mechanisms for managing conflict. Conflict that arises is well-managed. - Partners are aware of the priorities, roles and responsibilities of the other outside of the partnership.	- Partners communicate on a regular, agreed-upon basis through formal and informal channels. - Partners are willing to share data with each other on a routine basis. Data is stored in a shared location for the specific collaboration so that it is easily accessible to both partners. - Each partner trusts the other to do what is best for the outcomes of consumers through the partnership. - There are established mechanisms for managing conflict. Conflict that arises is well-managed and issues are resolved collaboratively. - Partners respect that they have different priorities, roles and responsibilities beyond the partnership. They do not let these differences interfere with their work as partners.	- Communication flows between partners continuously (on both regular and ad-hoc bases) through formal and informal channels. - Partners are willing to share data with each other on an ongoing basis. Data is stored in a shared location so that it is easily accessible to both partners. They have shared data-related practices and protocols. - Each partner trusts the other as much as they trust their own organisation. - Issues are resolved day-to-day through frank discussions. However, where required, established mechanisms for conflict are available. Conflict that arises is well-managed and issues are resolved collaboratively. - Partners recognise and respect that they have different priorities, roles and responsibilities beyond the partnership. They value the different perspective they each bring as a result.
Backbone support <i>How do we coordinate and manage ourselves?</i>	- Partners individually make decisions. They may seek input from the other, but are not obligated to. - Partners rely on support personnel in their organisations for administrative and logistical support. Supporting the partnership may be additional to their typical workload.	- Some decisions are made jointly. There are clear mechanisms for both partners to provide input into the process. - Consumers and people are engaged in partnership governance in addition to partner specific interface. - Administrative and logistical support for the partnership is provided by dedicated support personnel from both sides. They may not work closely.	- All decisions relevant to the collaboration are made jointly. There are clear mechanisms for all partners to provide input into the process. - Consumers and people with lived experience have an integral role in partnership governance. - Administrative and logistical support for the partnership is provided by dedicated support personnel from both sides who work closely.	- All decisions are made jointly. Decision-making power is evenly shared between partners, within the boundaries of their respective operating environments; this ensures balance of power. - Consumers and people with lived experience have an integral role in partnership governance. - Administrative and logistical support for the partnership is provided by a permanent team of dedicated support personnel from both organisations.

¹ We have adapted the five conditions of collective impact (common agenda, shared measurement, mutually reinforcing activities, continuous communication, and strong backbone) from: <https://www.collectiveimpactforum.org/what-collective-impact>.

Appendix B

Partnership principles from the Taskforce Partnership Charter

Partnership principles from the Taskforce Partnership Charter

- 1 We are in a new environment in which it is essential we work to **re-invigorate trust** and free ourselves from historic patterns of relationships that have existed between organisations and sectors.
- 2 The **immediate needs of the community** is at the centre of our response to COVID-19.
- 3 We value **culture and diversity**.
- 4 We **work together as equals** – while respecting our distinct roles and constraints.
- 5 We **communicate** transparently and often.
- 6 We share **success and challenges**.
- 7 We have **collective accountability**.



About Nous

Nous Group is an international management consultancy operating in 10 locations across Australia, the UK and Canada.

For over 20 years we have been partnering with leaders to shape world-class businesses, effective governments and empowered communities.

400

PEOPLE

10

LOCATIONS

3

COUNTRIES