

Overview

This standard sets out the requirements for leading partnership working arrangements. You will need to coordinate partnerships, define roles and responsibilities, and establish governance structures. You will identify gaps in expertise, manage conflicts, and support others in resolving challenges. Ensuring secure information sharing, legal compliance, and continuous improvement will be key to delivering effective services and achieving positive outcomes for individuals.

Performance criteria

You must be able to:

1. identify gaps in expertise and determine where external collaboration is required
2. gather and verify information about potential partners to ensure expertise and capacity
3. establish and contact partners that you need to work with to meet workplace objectives
4. recognise the values, ethos, standards and purpose of other partners
5. work in ways that respect the diverse skills, values and expertise of all partners
6. establish the purpose and arrangements of partnership working
7. agree shared outcomes of working in partnership
8. agree the roles and responsibilities of each partner to carry out actions to achieve agreed outcomes
9. work with others to monitor and review achievements of actions and outcomes
10. act where there are challenges in achieving actions or outcomes
11. manage conflicts of interest and disagreements with others in ways that promote positive outcomes
12. work collaboratively to evaluate the effectiveness of partnerships against service objectives
13. work with individuals and others to ensure their views and preferences inform planning and decision-making
14. work with others to identify areas of good practice and required changes in partnership working
15. work with others to develop action plans to improve partnership working
16. establish arrangements for sharing information with partners
17. work with individuals and others to review information sharing arrangements
18. complete records and reports required for leading partnership working arrangements
19. reflect on how you carried out your roles and responsibilities when leading partnership working arrangements

Knowledge and understanding

You need to know and understand:

1. the purpose, remit and responsibilities of partners
2. the importance of establishing governance arrangements for partnership work
3. techniques for agreeing shared outcomes and roles with partners equitably
4. techniques for problem-solving and innovative thinking in partnership working
5. how to contribute to the development of systems, practices, policies, and procedures for partnership working
6. methods for agreeing and reviewing protocols with individuals and others for sharing information with partners
7. the influence of neurodivergence and additional needs on partnership working arrangements
8. the influence of culture and background on partnership working arrangements
9. methods of supporting others to work with and support individuals
10. how to lead on dignity, kindness, and compassion in partnership working arrangements
11. how to support emotional regulation during partnership working
12. how to lead on the application of trauma informed principles in partnership working arrangements
13. strategies for managing conflicts of interest, issues and concerns with partners
14. methods for evaluating the effectiveness of partnerships against service objectives
15. methods for monitoring and reviewing the achievement of actions and outcomes in partnership work
16. approaches to identifying areas of good practice and areas for improvement in partnership working
17. how to develop action plans to improve partnership working
18. how to use digital tools and devices in partnership working arrangements
19. the records and reports required for leading partnership working arrangements
20. theories relevant to leading partnership working arrangements
21. the relevant legal requirements, standards of practice, frameworks and guidance for leading partnership working arrangements
22. the workplace requirements on equality, diversity, inclusion, and rights when leading partnership working arrangements
23. how your personal experiences and unconscious bias may impact leading

partnership working arrangements, and how to address this

24. the role of supervision, reflective practice and learning and development in partnership working

Glossary

The glossary for this National Occupational Standard is available on the Skills for Care and Development website.

Lead partnership working arrangements

Developed by	Skills for Care & Development
Version Number	1
Date Approved	31 Jan 2026
Indicative Review Date	31 Jan 2031
Validity	Current
Status	Original
Originating Organisation	Skills for Care and Development
Original URN	HSCCLD417
Relevant Occupations	Social Care and Childrens Care
Suite	Health and Social Care & Childcare Learning and Development
Keywords	Lead partnership working, Health and Social Care & Children's Care Learning and Development
