Additional Table 2 Summary of trust-building processes emanating from content analysis

Stage*	Theme	Cause	Effect	Source
Initiating the trust-building loop				
1. Forming expectations				
1.1 Previous experiences of collaboration				
2	Structured set-up of service and started operating quickly	Previous positive experiences in working together	Increased faith in collaboration	I10, I13, I14
1,2	Familiarity, trust and acceptance between partners	Existing good relationships between partners, Personal networks	Faith in cooperative behaviour	I3, I9
1.2 Need for collaboration				
1	Need to pool information, knowledge and expertise	Threat, urgency and unpredictability of the pandemic situation	Willing to collaborate, Commitment to partnership	I1, I3, I11
1	Need to pool personnel and financial resources	Need for resources	Willing to collaborate, Commitment to partnership	I1, I9
1	Facing the same difficulties	The threat, urgency, and unpredictability of the pandemic situation	Unifying effect Willing to support each other	I9, I12
1.3 Commitment to a common aim				
2	Workforce highly committed to a common aim.	Recruitment and personnel development strategies, Leadership behaviour (Role modelling)	Easy relationship building, Big team feeling	I1, I4, I6, I7 I13, NHS 360 leadership development
2	Leaders highly committed to common aims and partnership	Leadership Behaviour	Trust in leaders	I9, NHS 360 leadership development
3	Less commitment to partnership	Different priorities, less urgency of purpose, funding concerns	Less willingness to collaborate	I2
2. Managing risk				
2.1 Collaborative set-up of the service				
1	The collaborative, supportive nature of service set-up	Commitment to common aim and partnership	Faith in collaboration Big team feeling	I2, I3, I7, I9, I10, I12

Stage*	Theme	Cause	Effect	Source
Sustaining the trust-building loop				
1. Managing power imbalances				
1.1 Governance structure				
2, 3	Shared decision-making forum (funding and resources)	Equal representation of all partner organisations in the Leadership group	Commitment to partnership and common aim, Trust in governance structures	I1, I2, I3, I5, I9, I12, governance framework
2	Coordination Unit situated at the local authority	Avoid unequal power distribution among partner organisations	Acceptance and trust in governance structures	I1, I2
1, 2, 3	Local ownership of partner organisations	Decentralised service structures	Flexibility in decision-making Acceptance and trust in governance structures	I9, I12
1.2 Shared decision-making				
2,3	Supportive, approachable staff	Network communication	Support network, Close working bonds	I4, I5, I7, I9, I13, S79
1	Collective decision-making	Emergency	Shared decision-making Equal power distribution	I2, I3
1, 2, 3	Solution-oriented decision-making without hierarchical thinking	Leadership behaviour and attitudes	Equal power distribution	I1, I2, I4, I6, I10
2, 3	Acknowledgement of partner views and contributions	Leadership behaviour and attitudes	Trusting relationships Local ownership	I7, I10, I12
1.3 Dealing with power imbalances				
2,3	Tensions aroused from central control	Governance structure based on support rather than control	Acceptance and trust in governance structures	I1, I6, I7, I9, governance framework
1.4 Dealing with tension and failure				
2, 3	Acknowledgement of partner views and contributions	Leadership behaviour and attitudes	Trusting relationships Local ownership	I7, I10, I12
1, 2, 3	Open failure culture	Acceptance of failure Limited bureaucracy	Feeling safe and trusted	I2, I3, I4, I9, I10
Stage*	Theme	Cause	Effect	Source

2. Nurturing the collaborative relationships
2.1 Network communication

Stage*	Theme	Cause	Effect	Source
2	Frequent communication across partner organisations	High frequency of formal and informal meetings	Mutual understanding, High-quality relationships	I2, I3, I7, I8, I9, I13
2, 3	Smooth communication across partner organisations	Flat organisational hierarchy	Networking, High-quality relationships	I4, I5
2	Understanding the roles and tasks of partner organisations	Changing positions within the partnership	Mutual understanding, High-quality relationships	I10, I13

2.2 Approachable, supportive workforce

Stage*	Theme	Cause	Effect	Source
2, 3	Supportive, approachable staff	Flat organisational structure Less hierarchical thinking	Support network	I2, I4, I5, I6, I13, S 79
2, 3	Supportive, approachable staff	Network communication	Support network, Close working bonds	I4, I5, I7, I9, I13, S79
2, 3	Supportive, approachable staff	Personalities of leaders and staff	Support network, Close working bonds	I6, I7, I12, I14
2, 3	Supportive, approachable staff	Commitment to a common aim	Close working bonds, Mutual recognition	I6, I7, I9, I13

2.3 Situational awareness

Stage*	Theme	Cause	Effect	Source
2, 3	Creating situational awareness	High frequency of meetings Two-way communication in meetings	Feeling connected, supported and involved Feeling safe and trusted	I1, I3, I5, I6, I13

2.4 Recognition and respect

Stage*	Theme	Cause	Effect	Source
2, 3	Recognition and respect among a highly diverse workforce	Leadership behaviour (role modelling)	Strengthening relations based on mutual acceptance Big team feeling	I2, I10, I11
2, 3	Recognition and respect among a highly diverse workforce	Network communication Mutual support, Sharing knowledge and expertise Commitment to a common aim	Strengthening relations based on mutual acceptance Big team feeling	I2, I3, I4, I6, I7, I11, I13, S89

Stage*	Theme	Cause	Effect	Source

2.5 Gaining underpinnings for more ambitious collaboration

| 2, 3 | Service performance | Commitment to common aim and partnership | Faith in collaboration Big team feeling | I1, I2, I6, I10 |
| 3 | Knowledge gains | Collaboration within and across partner organisations | Organisational learning, Individual learning experience, Big team feeling | I4, I5, I6, I7, I13, S31 |

*Partnership stages:
1 Formation: Identification of partners, the definition of a common aim, partnership structure
2 Development: Set up of partnership structures, building relationships
3 Solidification: Solidification of partnership structures and relations