

# Quest 2018 – AC CSP 3

## Partnerships and Brokering

### Guidance Notes

Issue 1 - August 2018



#### Outcomes

- The CSP identifies and works with relevant partners in a collaborative way to deliver shared objectives

#### Assessment Process

1. Self-Assessment findings
2. Review of any Stakeholder Findings and Results
3. Partner Focus Group
4. Key Stakeholder input
5. Discussion with Senior Staff

#### Round table discussion

- Bold italic green text criteria below, will feature as central to the round table discussions***

#### Equity

- Bold orange italic text criteria below, are factors that will assess the organisations approach to equity particularly the approach to increasing physical activity within priority communities and audiences***

PLAN	
<p>The CSP has identified its priority partners based on its strategic priorities and its insight and has effective engagement plans in place.</p> <p>The CSP strategic priorities have been developed in collaboration with key priority partners.</p> <p>The CSP has an effective plan for improving its profile, credibility and working relationships with priority partners and key stakeholders.</p>	
<b>Unsatisfactory</b>	There is very limited commitment to and practice of effective partnership/collaborative working. Joint working in the form of co-operation and co-ordination takes place with a limited number of identified organisations and community partners mainly around work on projects and programmes. There are no collaborative engagement plans with partners in place to reach priority audiences. The credibility of the CSP amongst key partners is relatively poor and there are limited actions in place to address partner/stakeholder concerns.
<b>Satisfactory</b>	Partnerships exist with established agencies identified as important to the organisation, and there is evidence of some limited partnership working on local priorities in areas. Where partnerships are in place there is a structured and well thought out approach taken around joint working and communication including a commitment with partners to develop collaborative engagement plans and systems to reach priority audiences. The



	credibility of the CSP amongst key partners and stakeholders is improving and actions are being taken to address major concerns raised by partners/stakeholders.
<b>Good</b>	Stakeholder engagement mapping is embedded, proactive and well managed. There is a focus on building relationships with organisations that have power/influence whilst communicating and reaching out in different ways to agencies/organisations whose interest might need to be engaged in order to support strategy development, advocacy and attract/share resources including knowledge and data. Partners with a wider/deeper reach into local communities or priority audiences have also been identified to support new ways of engagement on the ground and market development. Collaborative engagement systems have been put in place to reach and retain priority audiences (as participants, champions, workforce and strategic influencers). The credibility of the CSP amongst key partners and stakeholders has improved and the CSP is using its enhanced reputation to extend its network and influence.
<b>Very Good</b>	Collaborative working is well established, driven by use of insight and is a key part of local marketing and communication planning designed to deepen reach and widen access. The approach clearly identifies the outputs and outcomes all partner organisations want to see achieved through joint working and by sharing skills/knowledge/resources that are available. Collaborative engagement systems are embedded to reach and retain priority audiences (as participants, champions, workforce and strategic influencers) with emerging evidence that they are succeeding. The CSP enjoys a strong reputation with key partners and stakeholders and uses its position to broker new relationships and influence policy makers.
<b>Excellent</b>	Co-ownership is achieved with those important to the achievement of local priorities and pro-actively seeks to build new mutually beneficial collaborations or strengthen relationships with existing key partners including local councils. Outcome based planning provides focus and stakeholders and partners are routinely and regularly involved in all planning and review processes. The CSP understands the non-sport agenda/landscape and can demonstrate through its working arrangements that it is realising opportunities to connect this to sport and physical activity. Through well-established collaborative engagement systems, priority audiences are actively involved in shaping future plans and services and there is strong evidence of their sustained involvement as participants, champions, workforce and strategic influencers. The CSP is highly regarded by its partners and stakeholders who are eager to share their plans and priorities and actively seek out its support and advice.  <i>The CSP influences directly, changes in policy and is engaged in transformational change programs taking place in their area. Key policy documents and plans show that sport and physical activity is seen as important to the delivery of local outcomes. The CSP can show how it has directly influenced decision makers to maintain or increase the net investment in levels in sport and physical activity.</i>
<b>DO</b>	
The CSP creates and supports open and transparent communications across teams and organisations by nurturing of trust and mutual respect and harnessing collective intelligence. The CSP is a broker with and between partners and other stakeholders to achieve a shared purpose by aligning resources and learning to achieve greater economies of scale, less duplication, better performance and improved outcomes.	
<b>Unsatisfactory</b>	There is no or very limited evidence of working in partnership or effective relationship management. There is some evidence of working in partnership around projects and programmes, characterised by the organisation wishing to enable their services to co-exist alongside each other.
<b>Satisfactory</b>	There is evidence of shared vision and values from a wide range of partners as well as the statutory and sport/health sectors with good



	<p>communication channels in place and some joint interventions operating. Partnerships are formed primarily to co-operate with other local providers to enable a deeper, wider and progressive range of complementary services with good connections between them.</p>
<b>Good</b>	<p>Effective collaboration can be evidenced in key areas/sectors through relationships with key partners that are proactively managed through trained/skilled staff. There is evidence of formal partnership agreements, programme planning, the alignment of resources and skills with a range of partners across a range of projects but much is done based on the strength of relationships.</p>
<b>Very Good</b>	<p><i>The organisation is proactively seeking collaboration and co-production with other providers to align resources and skill sets from different sectors in order to engage, attract and motivate target audiences and beneficiaries.</i> Partners and/or collaborators are regularly brought together to review their relationship and how this can be deepened and developed to make better use of resources and skill sets.</p> <p>Staff and the organisation as a whole work comfortably inside and outside the sector sharing common goals with some good examples of co-production and co-ownership emerging. Time and care is taken to help network and broker relationships between agencies who work with the CSP for their wider benefit.</p>
<b>Excellent</b>	<p><i>The organisation can demonstrate it is co-owning/co-producing interventions, which go beyond shared budgets with providers from other sectors to enhance service provision for target audiences and beneficiaries. Evidence can be provided of intelligence sharing, service development, joint bids, clearly identified roles and responsibilities, innovation, of doing more of what is proven to work and celebrating of success/achievement to develop the trust and respect that underpins performance.</i></p> <p><i>The CSP has enabled the use of behaviour change models in work with priority communities.</i></p> <p><i>There is evidence that relationships with new or potential providers outside the ‘traditional’ physical activity and sport sector are being engaged and supported to support priority communities because of their particular reach or specialism.</i></p> <p><i>The CSP has enabled and supported community engagement with priority communities to facilitate and support the co design and co-production of interventions with and by these communities.</i></p> <p>Partners are brought together as a collective to explore potential areas for improvement and to widen the scope of the partnership in pursuit of common goals and/or local priority needs. Partnerships are built on a shared vision and there is documented evidence that each partner understands their individual or shared roles/responsibilities. Where necessary the CSP is working through stakeholders to influence and broker relationships where they are better placed to do so.</p> <p>There is a clear process for accountability, particularly where external investment or pooled resources supports delivery so that learning and success is shared.</p>

# AC CSP 3

## Guidance Notes



The CSP uses a customer centric approach and behaviour change principles with the partners / providers it is working with to influence the design of local services.

### MEASURE

The CSP continually consults and measures its performance with partners and stakeholders at a strategic and operational level to make improvements, set priorities and targets, review performance, share best practice and learning.

<b>Unsatisfactory</b>	There is very limited evidence of individual reviews taking place and measurement of the quality of partnerships is linked to specific projects or initiatives.
<b>Satisfactory</b>	The CSP is in the bottom quartile of performance across the CSP Network and does no more than it has to in order to gauge the satisfaction levels of key stakeholders and partners so there is little or no evidence or confidence that relationships are improving.
<b>Good</b>	There is a good level of local consultation and some regular measurement takes place using well regarded processes and tools.  The CSP might be in the 3rd quartile of performance across the CSP Network but is improving its performance or alternatively it might be in the 2 <sup>nd</sup> quartile of performance with reducing levels of satisfaction.
<b>Very Good</b>	Measurement and target setting is fully embedded using national tools/processes as well as local initiatives to help “take the temperature”.  There are clear signs of improved satisfaction levels with the things that matter most to stakeholders with evidence of a growing reputation around relationship management, capacity building, staff knowledge, staff competence and effective collaboration. The CSP would normally be in the 2 <sup>nd</sup> quartile of performance across the Network and be improving its rating/reputation.
<b>Excellent</b>	The nature of relationships is well defined and expectations/proxy measures clearly articulated for all to see inside and outside the organisation. Stakeholder/partner satisfaction is formally measured and openly reported using Net Promoter Score or equivalent and is seen to be improving and reaching a top quartile level of performance.  Good quality evidence can be provided by stakeholders to show the value of the collaborative approach, ways of working and the strength of the relationship is helping them achieve their goals.

### REVIEW

The CSP regularly reviews its partnership and brokering arrangements to ensure they remain effective and continue to be of mutual and wider benefit. Feedback is welcomed and challenge/conflict is a potential source of creativity and breakthrough.

<b>Unsatisfactory</b>	There is little or no formal consultation around planning, service development or priorities with key stakeholders or partners while there is no structured review process in place to assess performance or achievement. Limited consultation and review processes may operate with individual stakeholders/partnership but there is no obvious learning, change or improvement evident.
<b>Satisfactory</b>	Consultation takes place within and across projects/programmes and discrete work areas or thematic approaches. There is some limited evidence of change and more effective, creative advocacy, service design and joint working as a result of review, check and challenge processes.
<b>Good</b>	Both consultation and review processes are well structured at an operational level as well as clearly designed to drive improvement and



	<p>development of services. Review processes invite challenge and are driven by a desire to do more of “what works” as well as by local innovation and bottom up service development/interventions.</p>
<b>Very Good</b>	<p>Both consultation and review processes are well structured at a strategic level as well as clearly designed to drive improvement and development of services across organisations and partnerships There is a good balance between global thinking and local action planning with partners driving the agenda when needed. Partnership and brokering are a vital part of the market development work supported by the CSP and key agencies are identified as vital routes to market and supported as such.</p> <p>Good use is being made of national resources/information as well as local skills, knowledge and data to make the case for sport and physical activity and to help evidence its value and impact. Communication is free-flowing inside and outside the CSP and the CSP is a hub for knowledge and joint working in the way it operates.</p>
<b>Excellent</b>	<p>Stakeholders, partners, and where appropriate, customer/client groups are fully involved in planning and review processes and action has been taken to shape services accordingly. Excellent use has been made of Sport England/CLOA and LGA resources to help position services or provide compelling advocacy to support local/national outcomes which can be evidenced.</p> <p>It is clear to see where collaboration and relationship management has been used effectively to help shape services, inform practice, do more of what works and make best use of resources. Improvements are clear to see as is recognition/ celebration of success. There is a deep understanding of how and where critical links and relationships need to be brokered or facilitated and the role that the CSP team plays in ensuring this happens particularly if there is conflict and disruptive influences at play.</p> <p><i>Existing providers are being more productive, sustainable and responsive to the needs of priority individuals and communities. There is evidence of mainstreaming things that work and decommissioning things that don't.</i></p>

### IMPACT

There is growing evidence of sport and physical activity connecting to other sectors as the CSP creates contexts in which people can learn and grow, organisations share accountability and co-responsibility, and the value/impact of working together in putting the citizen first is at the centre of decision making and business approaches

<b>Unsatisfactory</b>	Stakeholders/partners, together with the CSP itself are unable to articulate/evidence the benefits/results of collaboration. While partnerships are established and operating with established agencies/groups there is limited evidence of mutual benefit or added value. The CSP is in the co-existence space with hardly any examples of co-operation
<b>Satisfactory</b>	Key partnerships and collaborations across traditional partners are well established and there are some good working practices evident. Work with non-traditional/non- sporting agencies/organisations are beginning to develop in order to co-operate. There are some emerging signs of co-ordination with influential players and partners.
<b>Good</b>	There is emerging and improving evidence that indicates working in partnership is allowing outputs to be delivered more efficiently and with more effect in reaching target populations/communities. There are emerging signs of co-ordination with influential players and partners in the patch.



<b>Very Good</b>	Partner testimonials and case studies are communicated effectively and can be evidenced/triangulated against surveys as well. There is a feelgood factor with positive relationship management evident and information/data available around improving outputs based on collaboration. The CSP is co-ordinating well and is now beginning to collaborate more effectively with key stakeholders.
<b>Excellent</b>	The benefits in terms of efficiencies, effectiveness and results of partnership and/or collaborative, commissioning work are clear to see against measures and targets set. <i>There is real and significant progress towards improving activity levels among priority communities and audiences and delivering intermediate and strategic outcomes that have been agreed.</i> The CSP can demonstrate strong relationships locally and partners understand and value the role that they play within the system. The CSP is firmly in the “Collaboration” space and moving forwards with confidence towards the “Co-Ownership” space. <i>Non-sector partners understand and advocate the value of sport and physical activity.</i>

### Guidance and References

- Developing and exercising strategic influence - <http://www.leadershipsolutions.co.za/strategic-influencing.html>