

# Quest 2016 – Delivery 2

## Partnerships and Collaboration

### Guidance Notes

Issue 3 - July 2016



#### Outcomes

- The organisation has identified who is/who will be important to the achievement of its core purpose and proactively seeks to build new mutually beneficial collaborations and to strengthen relationships with existing key partners.
- The organisation routinely involves stakeholders, commissioners, strategic and local partners in its planning processes. They regularly ask their views and opinions as part of measurement and review processes in order to shape services, inform practice and make best use of resources.
- The organisation and its staff can comfortably work inside and outside of the traditional sports sector, sharing common goals and values with its key partners. There are good examples of co-production/co-ownership and outcome based planning in place.
- The organisation has created measurable partnership objectives through structured agreements and working practices. The benefits and added value of collaboration and working in partnership is evident.

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
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PLAN					
<p><b>How are partnerships and collaborations created and used efficiently and effectively to reach target audiences, engage inactive people and address inequalities?</b></p>	<p>There is very limited commitment to and practice of effective partnership/collaborative working.</p>	<p>Partnerships and collaborations exist with a limited number of identified agencies and community partners working on local priorities across health/well-being, children and young people services, community safety, crime and disorder, regeneration and skills development, disability and inclusion.</p>	<p>Partnerships exist with all agencies identified as important to the organisation, and there is evidence of collaborative working on local priorities in areas such as: health/well-being, children and young people services, community safety, crime and disorder, regeneration, skills development and</p>	<p>Partnership and collaborative working is well established, driven by use of insight and a key part of local marketing and communication planning designed to deepen reach and widen access</p> <p>Stakeholder mapping is proactive and well managed. There is a focus on building relationships with organisations that have power/influence, a wider/deeper reach and a</p>	<p>Outcome based planning provides focus and stakeholders and partners are routinely and regularly involved in all planning and review processes. There is clear evidence of increased market penetration and impact in identified development areas, particularly around inactive people becoming active,</p>

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			<p>inclusion/equality.</p> <p>Where partnerships and collaborations are in place there is a structured and well thought out approach taken. The approach clearly identifies the outputs and outcomes all agencies want to see achieved through jointly working with the resources/skills that are available.</p>	<p>commitment to help strategic development and advocacy and scale up successful practice.</p>	<p>resulting in increases in participation in sport and physical activity levels for the area.</p>
<b>Do</b>					
<p><b>How do staff work and collaborate effectively with partner organisations with similar values and goals?</b></p>	<p>There is no or very limited evidence of working in partnership or effective relationship management.</p>	<p>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.</p>	<p>There is evidence of shared vision and values from a range of partners including health and well-being, education, community safety, equality and employment sectors, with projects operating on the ground with good support.</p> <p>Partnerships are formed primarily to co-operate</p>	<p>The organisation is proactively seeking collaborations with other providers to align services from different sectors for target audiences and beneficiaries.</p> <p>Good evidence of formal partnership agreements, programme planning, the alignment of resources and skills with a range of partners across a range of</p>	<p>The organisation can demonstrate it is co-owning/co-producing interventions with providers from other sectors to enhance service provision for target audiences and beneficiaries.</p> <p>Evidence of programme planning, joint bids, clearly identified roles and</p>

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			<p>with other local providers to enable a deeper, wider and progressive range of complementary services with good connections between them. Effective partnerships can be evidenced in key areas/sectors. Relationships with key partners are proactively managed through trained/skilled staff.</p>	<p>projects. 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>responsibilities, high performance and celebration of success. 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 roles/responsibilities. There is a clear process for accountability, particularly where external investment supports delivery.</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
<b>MEASURE</b>					
<b>How do you measure stakeholder/partner satisfaction?</b>	There is no formal collective process to measure stakeholder/partner satisfaction.	There is evidence of individual reviews taking place and measurement of the quality of partnerships linked to specific projects or initiatives.	There is a good level of consultation and regular measurement takes place using well regarded processes and tools.	Measurement and target setting is fully embedded and there are clear signs of improved satisfaction levels and evidence of a growing reputation around relationship management, capacity building, staff knowledge, staff competence and effective collaboration.	The nature of relationships is well defined and expectations clearly articulated.  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. Evidence can be provided to show the partnership is helping them achieve their goals.
<b>REVIEW</b>					
<b>How are stakeholders and partners involved in the shaping of services and the review of performance?</b>	There is little or no formal consultation or review process in place.	Limited consultation and review processes operate with individual stakeholders/partners, which could be more	Consultation takes place within and across projects/programmes and there is some evidence of change and more effective delivery	Both consultation and review processes are well structured at a strategic and operational level as well as clearly designed to drive improvement and	Stakeholders, partners, and where appropriate, customer/client groups are fully involved in planning

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		inclusive.	as a result of review, check and challenge.	development of services.	and review processes and action has been taken to shape services accordingly.  Improvements are clear to see as is recognition/celebration of success.
<b>IMPACT</b>					
<b>How do stakeholders and partners clearly identify the benefits and impacts of collaborations?</b>	Stakeholders/partners, together with the organisation 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.	Key partnerships and collaborations across traditional and non-traditional agencies are clearly well established with good working arrangements evidenced. There is a feel good factor, positive relationships and some evidence of improving service outputs.	There is emerging and strong evidence that indicates working in partnership is allowing outputs to be delivered more efficiently and with more effect in reaching target populations/communities.  Partner testimonials and case studies are communicated effectively.	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. There is real and significant progress towards intermediate and strategic outcomes that have been agreed.

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### PLAN

#### How are partnerships and collaborations used efficiently and effectively to reach target audience and address inequalities?

##### GUIDANCE

- Relationship mapping is undertaken and informs the business plan – identifying potential partners and stakeholders inside and outside sport and prioritising them in terms of their relative importance, interest, influence and reach.
- Strategy development and business planning will have involved partners through consultation, engagement and promotion so that the value and contribution of sport and physical activity is effectively positioned and respective roles/responsibilities/skills are understood and defined.
- The business plan will have clear objectives, targets and measures set out that are driven by stakeholder requirements and based on clear and current insight.
- The organisation will have good awareness of local and national organisations and their specific agendas.
- Staff will be proactively involved in building collaborations and working with providers in the key statutory sectors and with voluntary, community and commercial organisations.
- The staff understand the different stages of partnership development and the different styles of influencing and their appropriate use.
- Management will have identified core skills and resources in the service area and will have clearly identified the additional expertise and resources that partnerships can provide in pursuit of business objectives and goals.
- Partnership agreements are in place where needed with clear inputs, outputs and outcomes identified.
- Stakeholder engagement with identified partners is well planned and communicated internally and externally.
- Effective collaboration underpins work planning and organisation with agreements in place that define common outcomes, required outputs, shared skills/resources and mutual benefits.
- Partnership decisions help shape the organisation's policies, strategies and service delivery.

### DO

#### How do staff work and collaborate effectively with partner organisations with similar values and goals?

##### GUIDANCE

- Staff and board members see the benefits of strong collaborations and adopt a proactive role in identifying and pursuing opportunities for working with new partners and for expanding the scope of work and strengthening relationships with established partners.
- There is good awareness of the business plan and the contribution partnerships/collaborations can make to its achievement.
- Relationships managers for key partners are in place with bespoke packages customised to partners' needs. There is evidence of effective relationship management as well as project management processes. The partnership challenge is understood and proactively managed.
- There is evidence of a good skills base around inter-personal communication, for example presentation, influencing and negotiation with people and organisations.

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- There is marketing awareness around “routes to markets” and market segmentation including values based propositions, examples include EFDS/This Girl Can.
- Templates/formats for agreements clearly set out measures of success for all parties as well as outputs/outcomes required and roles/responsibilities.
- There is detailed knowledge of cross cutting agendas as appropriate to the organisation’s purpose in leisure, education, health/physical activity, community safety, workforce development and regeneration.
- There is good use made of the knowledge, resources and skills that other sports/health/community/voluntary organisations possess locally and nationally.
- There is good use made of knowledge and information possessed by non-sporting/community organisations and the skills/networks they have that may be useful to the service.
- There is clear knowledge of what the service can contribute to the agendas and objectives of others in the field.
- The organisation is adept at collaborating with partners in education, health, facility management, the voluntary sector and community groups as required to deliver improved outputs and outcomes in an efficient and effective way.

### MEASURE

#### How do you measure stakeholder/partner satisfaction?

##### GUIDANCE

- Relationship mapping and analysis to assess profile and reach of collaborations.
- Regular partner and supply chain surveys.
- Partner development/planning or network and review days.
- Shared training and development.
- Regular meetings with recommendations for action and a focus on results.
- Regular and routine official/formal partner survey work.
- Use of Net Promoter Score or alternatives to measure reputation, loyalty, benefit and overall satisfaction.
- KPIs around added value, economies around shared skills/assets, increased sales and value for money are used to show effective collaboration.

### REVIEW

#### How are stakeholders and partners involved in the shaping of services and the review of performance?

##### GUIDANCE

- Robust systems for inclusive data collection are in place and used to inform decision making and the development of collaboration.
- Well developed systems for feedback, service reviews and reporting.
- Framework in place that measures outputs, social and economic return on investment, value for money, cost effectiveness and contribution to outcomes.
- Measures developed for social and non-financial value using both qualitative and quantitative techniques and analysis.
- Partnership forums and or sounding boards provide opportunities for peer group review and planning across the service.
- Service review meetings take place to identify successes and lessons learnt.

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- Consultation processes provide check and challenge with clear follow up action plans.
- External perspective on best practice in the sector is sought with good use made of benchmarking processes and best practice studies.

### IMPACT

#### How do stakeholders and partners clearly identify the benefits and impacts of collaborations or joint work?

#### GUIDANCE

- Balanced scorecard developed to measure organisational success across the service generally and for specific projects/joint ventures.
- Social value/benefit is an indicator of success.
- Greater equality, inclusion and representativeness are an indicator of success.
- Value of external funding and in-kind support through partnerships can be evidenced to grow resources and capacity/capability.
- Positive outcomes of strategic forums and operational partnerships.
- There is evidence of a growing list of partner groups working together with the organisation.
- There is evidence of changes to strategy and service delivery as a result of partnership/collaborative working.
- There is evidence of the organisation having a positive influence on local partners to expand the service offer/choice available for local residents.
- Participation rates and attendance figures improving as a result of the approach. There is evidence of market development and penetration and of behavioural change amongst previously inactive participants.
- Target audiences identified in the business and marketing strategy have been engaged and retained as a result of effective collaborations.
- There are plans in place to improve and develop partnerships and collaborations to improve effectiveness over the longer term.
- New skills, knowledge and assets have been introduced to the organisation through its partnership and collaborative approach.
- Added value can be demonstrated and evidenced for the organisation and for each of its key partners.
- Stakeholder/partner testimonials and survey results have improved.