

# Quest 2016 – Gplus 15

## Partnerships and Collaboration

### Guidance Notes

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#### Outcomes

- The organisation has identified who is/who will be important to the achievement of its core purpose and pro-actively seeks to build new mutually beneficial collaborations and to strengthen relationships with existing key partners.
- The organisation routinely involves identified stakeholders, commissioners and strategic/local partners in its planning processes and regularly asks for 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 partnership working is evident.

#### PLAN

#### How are partnerships and collaborations created and used efficiently and effectively?

##### EXAMPLES OF BEST PRACTICE

- Relationship mapping is undertaken and informs the business plan
- Partners are involved in strategy development and business planning
- The business plan has clear objectives, targets and measures set out
- There is good awareness of local and national organisations, and their agendas
- Staff work proactively to build collaborations with providers in key statutory sectors and other sectors and organisations
- Management identify core skills and resources for the service area and the additional expertise and resources that partners can provide
- Partnership agreements are in place and clearly defined
- Engagement with partners is well planned and communicated
- Collaboration underpins work planning and organisation and agreements are in place
- Partnership decisions are helping shape policies, strategies and service delivery
- Plans are in place to improve and develop partnerships working

##### SUGGESTED GUIDANCE

- Is relationship mapping undertaken and does it inform the business plan, for example identifying potential partners and stakeholders inside and outside sport and prioritising them in terms of their relative importance, interest, influence and reach
- Are partners involved in strategy development and business planning, for example 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

- Does the Business Plan have clear objectives, targets, and measures set out; are they driven by stakeholder requirements and based on clear and current insight that is inclusive
- Is there good awareness of local, national organisations and their specific agendas
- Are staff pro-actively involved in building collaborations; is there working with providers in the key statutory sectors and with voluntary, third sector, community and commercial organisations
- Are management identifying core skills and resources for the service area; and are the additional expertise and resources that partnerships can provide in pursuit of stated business objectives and goals clearly identified
- Are partnership agreements in place where needed; are clear inputs, outputs and outcomes identified
- Is engagement with identified partners well planned and communicated internally and externally
- Is effective collaboration underpinning work planning and organisation; are agreements in place that define common outcomes, required outputs, shared skills/resources and mutual benefits
- Are partnership decisions helping shape policies, strategies and service delivery
- Are plans in place to improve and develop partnership and collaborative working to improve effectiveness over the longer term

### DO

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

##### EXAMPLES OF BEST PRACTICE

- Opportunities to work with new partners and expand and strengthen relationships with established partners and benefits are identified
- There is good awareness of the business plan and the contribution partners make
- Relationships Managers are in place for key partners and there is evidence of relationship management
- There is evidence of a good skills base around communication, presentation, influencing and negotiating
- There is marketing awareness around “routes to market” and market segmentation
- The different stages of partnership development and the different styles of influencing are understood
- Templates/ formats for agreements clearly set out measures of success
- There is knowledge of cross cutting agendas as appropriate to the facility’s purpose
- Good use is made of knowledge, resources, skills and information that other organisations possess
- There is clear knowledge of what the service can contribute to agendas and objectives of others
- The facility is adept at collaborating with all partners to deliver improvements

##### SUGGESTED GUIDANCE

- Are management and staff adopting a pro-active role in identifying and pursuing opportunities for working with new partners; and to expand the scope of work and strengthen relationships with established partners; are the benefits of strong collaborations identified
- Is there good awareness of the Business Plan and the contribution partners and partnerships/collaborations make to its achievement
- Are Relationships Managers for key partners in place with bespoke packages customised to partner’s needs? Is there evidence of effective relationship management as well as project management processes? Is the partnership challenge understood and pro-actively managed

- Is there evidence of a good skills base around inter-personal communication, presentation, influencing and negotiation with people and organisations
- Is there marketing awareness, for example around “routes to markets” and market segmentation including values based propositions, such as from EFDS/ This Girl Can
- Are the different stages of partnership development and the different styles of influencing and their appropriate use understood by management and staff
- Do templates/formats for agreements clearly set out measures of success for all parties, as well as outputs/outcomes required and roles/responsibilities
- Is there detailed knowledge of cross cutting agendas as appropriate to the facility’s purpose, for example in leisure, education, health/physical activity, community safety, workforce development, regeneration; are staff talking the talk and walking the walk
- Is good use made of the knowledge, resources and skills that other sports/health/community/voluntary organisations possess locally and nationally; 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
- Is there clear knowledge of what the service can contribute to the agendas and objectives of others in the field
- Is the facility adept at collaborating with all partners as required to deliver improved outputs and outcomes in an efficient and effective way

### MEASURE

#### How do you measure?

#### EXAMPLES OF BEST PRACTICE

- Robust systems for data collection is in place
- Well-developed systems for feedback and reporting are in place and regular partner surveys are carried out
- Balanced scorecard is in place to measure success
- A framework is in place to identify measures
- Measures are developed for social and non-financial value
- Net promoter score or alternative is used
- A range of KPIs are in place

#### SUGGESTED GUIDANCE

- Are there robust systems for inclusive data collection in place and used to inform decision making and the development of collaboration
- Are well developed systems for feedback and reporting in place; are regular and routine official/formal partner survey carried out
- Is a balanced scorecard in place to measure success across the service generally and for specific projects/joint ventures
- Is a framework in place that identifies measures, for example outputs, social and economic return on investment, value for money, cost effectiveness and contribution to outcomes
- Are measures developed for social and non-financial value using both qualitative and quantitative techniques and analysis
- Is the Net Promoter Score or alternatives used to measure reputation, loyalty, benefit and overall satisfaction
- Are a range of KPIs in place and used to show effective collaboration, for example around added value; economies around shared skills/assets; increased sales, and value for money

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### REVIEW

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

#### EXAMPLES OF BEST PRACTICE

- Partner development/ planning or network and review days are planned and held
- Regular meetings with partners are held and recommendations are reviewed
- Service review meetings take place
- Consultation processes provide check and challenge
- Best practice is sought and good use is made of benchmarking
- Relationship mapping analysis is reviewed

#### SUGGESTED GUIDANCE

- Are partner development/planning or network and review days planned and held to provide opportunities for peer group review and planning across the service
- Are regular meetings with partners held and recommendations for action and results reviewed
- Are service review meetings taking place to identify successes and lessons learnt
- Are consultation processes providing check and challenge with clear follow up action plans
- Is an external perspective on best practice in the sector sought; is good use made of benchmarking processes and best practice studies
- Is relationship mapping analysis carried out and reviewed to assess the profile and reach of collaborations

### IMPACT

**How are the benefits and impacts of partnerships, collaborations and/or joint work identified?**

#### EXAMPLES OF BEST PRACTICE

- Business plan objectives are achieved
- Indicators of success can be evidenced
- Resources and capacity/ capability is growing due to external funding and in-kind support
- There is evidence of changes to strategy and service delivery
- The facility has a positive influence on local partners to expand the service offer
- Participation rates and attendance figures are improving; market development/ penetration can be evidenced and behavioural changes are demonstrated
- Target audiences are engaged and retained
- New skills, knowledge and assets are introduced through partnership working
- Added value is demonstrated for the facility and partners
- Survey results/scores are improving and testimonials are received.

#### SUGGESTED GUIDANCE

- Are the business plan objectives achieved including both financial and non-financial

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- Are there indicators of success, for example:
  - Social value/ benefit
  - Greater equality, inclusion and representativeness
  - Positive outcomes of strategic forums and operational partnerships
  - A growing list of partner groups working with the facility
- Is there evidence resources and capacity/ capability is growing due to the value of external funding and in-kind support through partnerships
- Is there evidence of changes to strategy and service delivery as a result of partnership/collaborative working
- Is the facility having a positive influence on local partners to expand the service offer/choice available for local residents
- Are participation rates and attendance figures improving as a result of the approach? Is there evidence of market development and penetration and behavioural changes amongst previously inactive participants
- Are target audiences identified in the business and marketing strategy, engaged and retained as a result of effective collaborative working
- Are new skills, knowledge and assets introduced through the partnership and collaborative approach
- Is added value demonstrated and evidenced for the facility and for each of its key partners
- Are partner/stakeholder survey results/scores improving; and are the facility receiving testimonials

## Collaboration Life-cycle



# Relationship Challenge

