

Quest 2016 – Quest Sport for Development Assessment

Partnership and Collaboration

Guidance Notes

Issue 1 - February 2016



Outcomes

- Stakeholders and partners are clearly identified and regularly asked for their views and opinions as part of planning, measurement and review processes
- Who is/who will be important to the achievement of the core purpose is clearly identified.
- Shared values and common goals with key partners are established.
- Measurable partnership objectives are evident through structured agreements and working practices. The benefits and added value of collaboration and partnership working is evident

Challenge:	Requires Improvement	Standard	Good	Very Good	Excellent with the Potential for Outstanding
PLAN					
Partnerships and collaborations are used efficiently and effectively to reach target audiences/address inequalities	There is very limited understanding and practice of effective partnership working	Partnerships and collaborations exist with identified key agencies	Where partnerships and collaborations are in place there is a structured and well thought out approach taken which clearly identifies the outputs and outcomes all agencies want to see achieved through joint working with the resources/skills that are available	Partnership working is well established and a key part of local marketing and communication planning designed to deepen reach and widen access	Stakeholders and partners are routinely and regularly involved in all planning and review processes with clear evidence of increased market penetration and impact in identified development areas
DO					
Staff are able to work effectively with partner organisations that	There is no or very limited evidence of partnership working	There is some evidence of partnership working but it is unclear what roles partners play	There is some evidence of shared vision and values from a range of partners including health, education,	Good evidence of formal partnership agreements, programme planning, clearly identified roles and	Evidence of programme planning, joint bids, clearly identified roles and responsibilities, high

S4D – Partnership and Collaboration

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Challenge:	Requires Improvement	Standard	Good	Very Good	Excellent with the potential for Outstanding
share similar values and goals			community safety and employment sectors	responsibilities with a range of partners	performance and celebration of success
MEASURE					
Stakeholder/partner satisfaction is regularly measured	There is no formal collective process to measure partner/stakeholder satisfaction with performance	There is evidence of individual reviews and measurement of the quality of partnership working	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 and effective collaboration	Stakeholder/Partner satisfaction is formally measured and is seen to be improving and reaching a high performance level. Partners can provide evidence and will testify that joint work is helping them to achieve their goals and outcomes
REVIEW					
Stakeholders and partners are fully involved in the shaping of services and the review of performance	There is little or no formal consultation or review process in place	Limited consultation and review processes operate with individual partners/stakeholders	Consultation takes place within and across projects/programmes and there is some evidence of change and more effective delivery as a result of review, check and challenge	Both consultation and review processes are well structured at a strategic and operational level as well as clearly designed to drive improvement and development of services and joint working	Stakeholders, partners and, where appropriate customer's/client groups are fully involved in planning and review processes and action has taken to shape services accordingly. Improvements/are clear to see as is recognition/celebration of success.
IMPACT					

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Challenge:	Requires Improvement	Standard	Good	Very Good	Excellent with the potential for Outstanding
<p>Stakeholders can clearly identify the benefits and impacts of funded or joint work</p>	<p>Stakeholders / Partners together with the Organisation itself are unable to articulate / evidence the benefits / results of joint working</p>	<p>While partnership working is established and operating with established agencies / groups there is limited evidence of mutual benefit</p>	<p>Key Partnerships/ 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 project outputs</p>	<p>There is emerging and strong evidence / trend data that indicates partnership working 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</p>	<p>The benefits in terms of efficiencies, effectiveness, impact 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 set or agreed</p>

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PLAN

EXAMPLES OF BEST PRACTICE

- Business Planning/Project Planning which also includes and involves partners/stakeholders
- Awareness of influencers/ local and wider networks/strategic priorities and needs analysis
- Engagement Strategy to build alliances and to use networks to reach referral agencies
- Joint Bids/Funding of posts/programmes/projects
- Understanding of different types of relationship/partnerships
- Clearly identified outputs and outcomes
- Regular progress review and evaluation

GUIDANCE

- Business planning involves partners through consultation, engagement and promotion.
- The Business Project Plan will have clear objectives, targets, measures set out that are driven by stakeholder requirements.
- The Business/ Project Plan will identify potential partners and prioritise them in terms of relative importance, capacity and capability.
- Management will have good awareness of local, national organisations and their specific agendas.
- Management will be pro-actively involved in working with providers in both the statutory sector and the voluntary sector as well as with players in health, education, youth services and the police in particular.
- 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 stated business objectives and goals.
- Agreements are in place where needed with clear inputs, outputs and outcomes identified. Collaboration is focused on achieving mutually beneficial results and additionality by making less go more through the sharing of skills and resources.
- Partnership decisions help shape the organisation's policies, strategies and service delivery.

DO

EXAMPLES OF BEST PRACTICE

- Partnership or collaborative working is based on a shared or common vision and purpose which is understood and accepted as important by each partner.
- Partnership or collaborative working will always focus on results and satisfying the needs and expectations of end clients or customers.
- Partnerships or collaborative working will promote 'can do' values and effective communications at all levels within the partnership and within/across partner organisations
- Partnerships and collaborative put in place necessary management practices and resources and manage changes needed to achieve partnership goals based on a clear understanding or relationships, roles and responsibilities.

GUIDANCE

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- There is a complete focus on the “main thing”/core purpose and the contribution partners and partnerships can make to its achievement. Benefits can easily be quantified or assessed
- There is a good skills base around inter-personal communication; presentation, influencing and negotiation with people and organisations. The team is adept at working in education, health, with facility managers, with the voluntary sector and community groups as required by its purpose and mission.
- There are effective project management processes which are highly regarded.
- Knowledge of cross cutting agendas in sport, education, youth work, health and well- being, physical activity, community safety, economic regeneration and community development is well used.
- Knowledge of the resources/skills that other sports/health organisations possess is well used.

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Regular surveys of partners individually and collectively to measure the value and loyalty of the relationship as part of a Balanced Scorecard or suite of KPIs
- Planned formal survey work around key areas of the service provided
- Net Promoter Score methodology

GUIDANCE

- Sounding Boards/Focus Groups
- Partner surveys
- Partner Development/Planning or Review Days
- Shared Training and Development

REVIEW

EXAMPLES OF BEST PRACTICE

- Tracking of progress against the Business Project Plan objectives
- Return on investment- both financial and non-financial measures
- Independent evaluation
- Formal review processes and meetings-individual and collective
- Identify what is most important or of most benefit to the partner
- Feedback on survey findings

GUIDANCE

- Robust systems for data collection.
- Well-developed systems for reporting on performance indicators and assumed benefits.
- Partnership forums to provide opportunities for peer group review, consultation and planning across the service.
- Project review meetings that help provide an external perspective on the service and best practice in the sector; identify successes and learn from failure.

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IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Achievement of Business/ Project Plan including financial and non-financial measures.
- Additional resources and budgets to develop and sustain initiatives.
- Growing support for the value and benefit of partnership or collaborative working.
- New and improved partnerships in place with key stakeholders, referral and other local delivery organisations.
- New and improved partnerships in place with non-sporting organisation in order to reach specific market segments/target groups.
- Third party funding obtained including new commissions.
- Improvement in partner satisfaction rates.

GUIDANCE

- Social value as indicator of success.
- Value of external funding and in-kind support through partnerships.
- Positive outcomes from strategic forums and operational partnerships.
- Evidence of a growing list of partners groups working together with the organisation
- Evidence of changes to strategy and service delivery as a result of partnership working.
- Participation and retention rates and outcomes improving as a result of the approach
- New skills and knowledge have been introduced to the organisation through its partnership approach and wider networking.
- Impact report on the benefits of the approach is produced and supported by partners/collaborators with testimonials, endorsements and accreditation