

- Who is and who will be important to the achievement of the 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
- Evidence of good working relationships and mutual “value added” benefits are demonstrated.

MV
Telephone Survey Questions of Identified Partners
EXAMPLES OF BEST PRACTICE • How has the organisation developed the partnerships with you?
GUIDANCE • Strategic links • Outcomes led • “value added” benefits defined and identified • Culture • Engagement and Partnership ethos
EXAMPLES OF BEST PRACTICE • How well does the organisation engage and communicate with you and your networks?
GUIDANCE • Level and nature of contact • Communication methods and techniques • Understanding of the things that
EXAMPLES OF BEST PRACTICE • How has the organisation created common goals and objectives and how do you resolve differences in approach/culture and objectives?
GUIDANCE • Planning Events • Joint Working/Commissioning • Structures/Agreements/Priorities • Dispute resolution
EXAMPLES OF BEST PRACTICE • How does the organisation network, communicate and listen to your concerns, needs and ideas?
GUIDANCE • Communication systems • Consultation and feedback systems • Learning and innovation approaches • Skills/Knowledge sets
EXAMPLES OF BEST PRACTICE • Does the team regularly review and evaluate progress and effectiveness of the partnership with you?
GUIDANCE • Monitoring and evaluation processes • KPIs in place • Definitions of success and high performance in place
EXAMPLES OF BEST PRACTICE • What agreements/documents and key performance indicators are in place to measure the effectiveness of the partnership?
GUIDANCE • Documentation • KPIs • Resource Plans

EXAMPLES OF BEST PRACTICE

- What improvements could be made to the way partnership operates and delivers?

GUIDANCE

- Continuous Improvement processes
- Learning and innovation examples
- Vision and ambition for the partnership over set timeframes

PLAN

How do you identify partners and create working relationships to deliver your goals?

EXAMPLES OF BEST PRACTICE

- Business Plan
- Awareness of national sports agendas and desired outcomes.
- Awareness of wider agendas/influencers/ local and wider networks
- Engagement Strategy to build alliances and to use networks to reach market segments/audiences
- Shared resources and skills
- Joint Bids/Funding of posts/programmes/projects
- Formal Agreements to deliver shared objectives
- Loose but established working arrangements to support end deliverers

GUIDANCE

- Business Planning will have involved partners through consultation, engagement and promotion
- Business Plan will have clear targets and work areas/methods
- Business Plan will identify potential partners from within and outside formal sport 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 the statutory sector, will be working with NGBs and other sporting organisations and will be supporting and engaged with the voluntary sector.
- 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 and outcomes identified.
- Schedules of regular meetings and engagement with identified partners are in place

DO

How do you ensure partnerships are working effectively?

EXAMPLES OF BEST PRACTICE

- Clearly defined roles and responsibilities
- Clearly identified outputs and outcomes
- Regular progress review and evaluation
- Risk evaluation
- Celebration of success and achievement

GUIDANCE

- Skills Audit
- KPIs
- Partnership decisions help shape the organisation's policies, strategies and service delivery

How well are staff equipped to manage partnerships arrangements?

EXAMPLES OF BEST PRACTICE

- Partners share a common vision and purpose understood and accepted as important by each partner
- Partners always focus on results and satisfying the needs and expectations of customers
- Partners promote 'can do' values and effective communications at all levels within the partnership and within partner organisations

- Partners put in place necessary management practices and resources and manage changes needed to achieve partnership goals

GUIDANCE

- Good awareness of Business Plan and the contribution partners and partnerships can make to its achievement
- Good skills base around inter-personal communication; presentation and negotiation with people and organisations.
- Good project management processes
- Marketing awareness around “routes to markets” and market segmentation
- Templates/formats for agreements
- Knowledge of cross cutting agendas in education, health, community safety
- Knowledge of the resources/skills that other sports organisations possess
- Knowledge and information on non-sporting organisation and the skills/networks they have that may be useful to the service
- Knowledge of what the Sports Development service can contribute to the agendas and objectives of others in the field.

How do you innovate and learn from your partnerships?

EXAMPLES OF GOOD PRACTICE

- Continuously seek improvements in activities/delivery/ways of working
- Continuously seek improvements in ways or working to maximise efficiency and effectiveness
- Learning from each other through regular reviews
- Adopting best practice from elsewhere and adapting to suit the organisational goals
- Identifying the areas of the service that pay and do best
- Identifying which areas of the service have improved or need further improvement
- Identifying the reasons for failure

GUIDANCE

- Partnership forums to provide opportunities for peer group review and planning across the service
- Project review meetings and stage gate assessments
- Consultation processes
- Action planning processes
- External perspective on best practice in the sector
- Identification of successes
- Learning from failures

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Annual Net Promoter Score of partners to measure the value and loyalty of the relationship
- Suite of balanced KPI's for each project or partnership venture working across financial, customer, community and organisational learning and development
- Regular minutes of meeting and compliance with follow up actions and recommendations

GUIDANCE

- Partner Surveys
- Partner Development/Planning or Review Days
- Shared Training and Development
- Regular meetings with recommendations for action and a focus on results.

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Tracking of progress against the Business Plan objectives

- Performance against specific project objectives
- Return on investment financial and non-financial measures
- Regularly reporting
- Independent evaluation
- Review meeting minutes

GUIDANCE

- Robust systems for data collection
- Well-developed systems for reporting
- Framework in place that measures financial performance
- Measures developed for social and non-financial value

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Achievement of Business Plan or specific project including financial and non-financial measures
- Additional resources and budgets to develop and sustain initiatives
- Growing support for the value and benefit of partnership working
- New and improved partnerships in place with governing bodies of sport, clubs, facility management operators, physical activity providers and school sport.
- New and improved partnerships in place with no sporting organisation in order to reach specific market segments/target groups
- New and improved relationships with private providers
- Third party funding obtained including new commissions
- Improvement in partner satisfaction rates

GUIDANCE

- Balanced scorecard developed to measure organisational success across the service generally and for specific projects/joint ventures
- Social value as indicator of success
- Track value of external funding and in-kind support through partnerships
- Positive outcomes of strategic forums and operational partnerships
- Is there 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.
- Are participation rates and attendance figures improving as a result of the approach
- Are we reaching the specific groups identified in the business and marketing strategy
- Are there plans in place to improve and develop partnership working to improve effectiveness over the longer term
- Are new skills and knowledge being introduced to the organisation through its partnership approach