

Strategic Partnership Maturity Index

Partnership Development (PD) - Level of Commitment

One of the biggest challenges that Strategic Partnerships (such as Combined Authorities, Place-Making Partnerships and other collaborations) continually face is how do they get even more shared value (the 1 + 1 = 3+ equation) from their collaborative working?

This Strategic Partnership Maturity Index provides a helpful framework for Strategic Partnerships to consider and reflect upon as securing even more shared value requires two key components needed for success:

- 1) *The level of commitment by all partners to embedding best practice Structured Partnership Development (PD) to unleash full potential; and*
- 2) *Securing the right Partnership Management (PM) expertise and capacity to drive forward and accelerate shared vision ambition.*

Where does your Strategic Partnership sit on this index?

Shared Value Trajectory

Up to 47% extra strategic partnership shared value can be realised when high levels of SPM are in place. (ASAP; 2021)

LEVEL 4

PD: The Strategic Partnership (SP) has a best practice Structured PD System adopted and implemented by all its members. Key success ingredients centre on structure, organisation, discipline and agility. There is a clear and unrelenting focus on 'maximising valuable together time'.

Partners collectively keep their 'Strategic Partnership health' under regular review and agree corrective actions to address any areas of under-performance.

Strategic Partnership culture is developed and nurtured both for short-term delivery and for long-term relationship building.

PM: Dedicated Partnership Manager - a professionally trained and credible individual who combines strong skills and experiences in 5 key areas:

- 1) Visioning & Strategy - keeping all partners focused on the prize;
- 2) Relationship Management - building value-creating partner relationships;
- 3) Strategic Partnership Management - making the governance structure work;
- 4) Collaborative Working - the approaches and methods; and
- 5) Programme Management - the planning, delivery alignment and reporting.

Total system (helicopter) overview; regarded as a 'trusted advisor' to the partners and is critical for their collaborative success.

LEVEL 3

PD: The Strategic Partnership (SP) has some PD tools and processes applied; but not a best practice Structured PD System. Partners are unlikely to have ownership and understanding of the PD process.

Partners also unlikely to have high levels of buy in to the Strategic Partnership as its' design, operation and on-going development is driven by the backbone organization.

Key partners around the table are likely to have a number of tensions and frustrations bubbling below the surface!

PM: Programme Manager tasked to support the SP. Whilst has a good 'programme overview'; has had little or no training in PD. Primary focus is on short-term delivery and not on building long-term value-creating relationships with key partners.

LEVEL 2

PD: The Strategic Partnership (SP) has an ad-hoc PD approach; some tools and processes found on the internet. Little understanding of their application.

PM: Project Manager tasked to support the SP on top of other tasks. Has had little if any professional training in how to make a collaboration work. Views 'the SP' itself as a project to be managed to deliver the project!

LEVEL 1

PD: The Strategic Partnership (SP) has no PD tools or processes.

PM: Low level secretariat support provided to service SP meetings.

Partnership Management (PM) - Level of Commitment