

Museum-University Partnerships

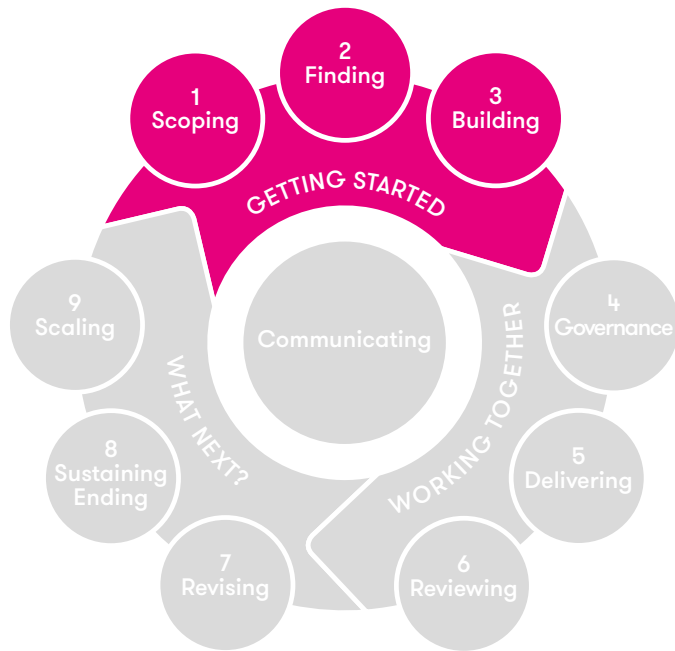
Partnership planning

PDF FOR PRINT OUT

- This document has been designed for **double-sided** printing on A4.
- For example, page 3 should be printed with page 4 on the back, page 5 should be printed with page 6 on the back.
- Once printed the A4 sheets should be cut down the middle, resulting in 14 double-sided A5 sheets.



GETTING STARTED



Introduction

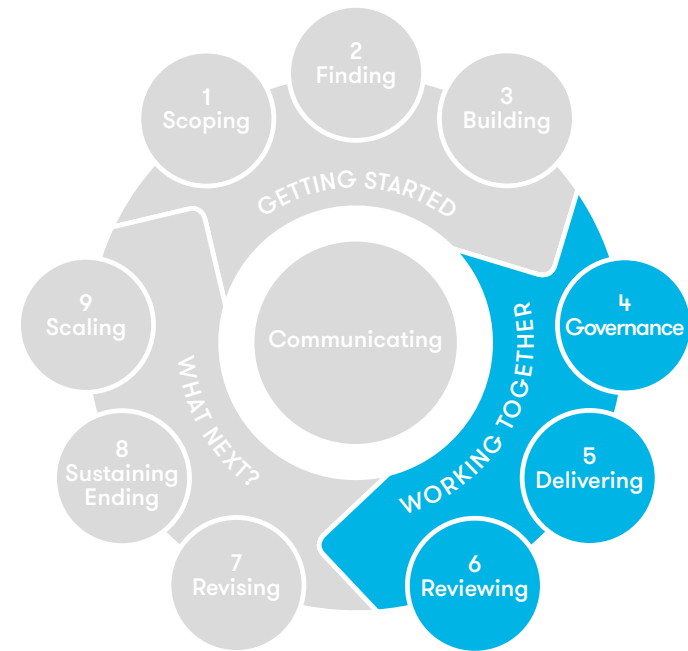
There is a lot of ground to cover to get a partnership up and running.

This card summarises some of the questions you will need to explore during this phase.

STEPS 1–3 offer step-by-step prompts to getting a partnership started.



WORKING TOGETHER



Introduction

This card summarises some of the questions you need to ask during a partnership.

STEPS 4–6 and the **Communicating** card identify key steps in working together well.



WORKING TOGETHER**Introduction****Questions to ask during a partnership**

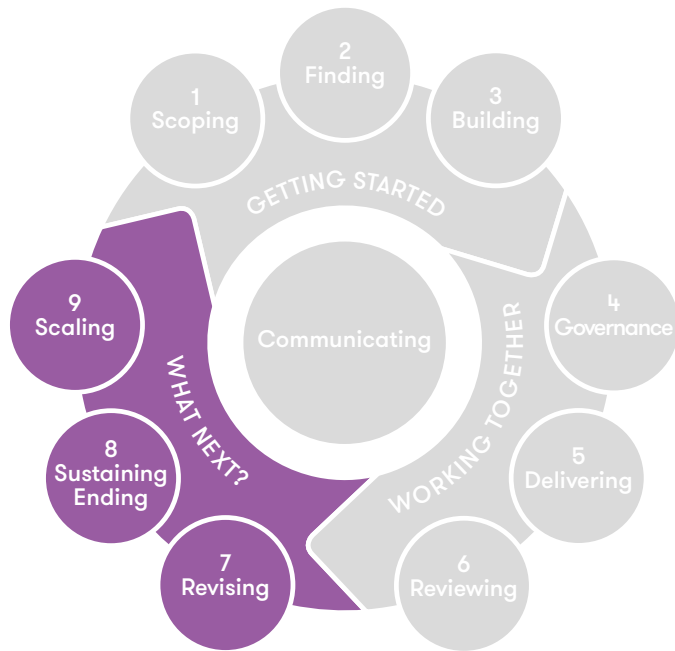
- Are we communicating effectively together?
If not—how might we do better?
- Are there unexpected outcomes, challenges, or opportunities that need to be explored?
- What does success look like, and to what extent are we on track to achieve it?
- Are there things we did not anticipate that mean we need to review the project timeline?
What are the implications for all involved?
- How are we using evaluation to help us reflect on our work together, and to monitor progress?

GETTING STARTED**Introduction****Questions to explore at the beginning of a partnership**

This phase is an opportunity to think about why you want to enter into a partnership; research potential partners; and begin to build relationships with possible partners. These are some of the guiding questions which you should bear in mind during this phase.

- What do we hope to achieve from working in partnership?
- What do we each have to offer a partnership?
What do we need?
- What might make working together difficult?
What will make it work well?
- How will we know if the partnership has been successful?
What does success look like?
What form should our evaluation take?
- How will we communicate, and how often?
What methods shall we use?
- Who will own the outputs from this project?
Do we share the outputs, outcomes, resources, intellectual property etc.?

WHAT NEXT?



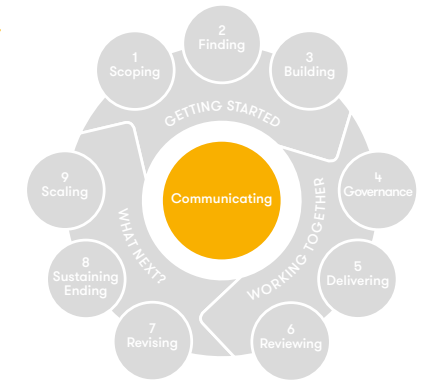
Introduction

This card summarises some of the questions you need to ask towards the end of a partnership.

STEPS 7–9 offer prompts to help you work out how to move your partnership forward.



COMMUNICATING



Communicating

Most partnerships succeed or fail based on the quality of the communication between partners. This is central to the success of any partnership or project and should be considered at all stages of partnership development.

How will we ensure we communicate well...

- Within our partnership team?
- With the wider team?
- With external stakeholders and publics?

What does good communication look like for...

- The partnership team?
- The wider team?
- External stakeholders?
- For example formal, informal, weekly, monthly etc.



COMMUNICATING

What are our preferred means of communication, and are there issues around availability that need to be factored in?

How will we share what we have been doing or what we have done?

Ideas from others

- Designate one contact person per organisation in the partnership who is responsible for sharing what is happening with those involved
- Agree a communications plan, with key dates
- Pick up the phone rather than rely on email, especially when things are not going to plan
- Have a regular meeting scheduled for dealing with any actions or issues as they arise
- Get used to talking about challenges as well as celebrating things that are going well

WHAT NEXT?

Introduction

Questions to ask towards the end of a partnership

- Has this been a successful partnership for me, my colleagues, and organisation?
Has it added value to the work we are doing?
- Do we have learning that we could share with others?
- Can we realistically see ourselves working together in the future?
If so do we want to scale our work, or to start something new?
- How can the partners maintain a relationship post-project?
- Who else could we be working with?
How will we decide who to involve?

GETTING STARTED



STEP 1 Scoping needs and options

Questions to consider

- What do you hope to achieve from working in partnership?
- What do you have to offer a partnership?
What do you need?
- Have you considered whether a partnership is the best option for you?
Are there other ways you could get the support you need, e.g. by buying services in?
- Do you need funding, or have you already secured this?
Are you able to share your funding with a partner?



GETTING STARTED



STEP 2 Finding a potential partner

Questions to consider

- What types of organisation are you hoping to work with and why?
- Are you looking for a short term partnership to deliver a specific project, or a longer term partnership?
- How will you fund the partnership?
How might this affect who you choose to work with?
Can the partnership open up other funding options you haven't considered?



GETTING STARTED

STEP 2
Finding a potential partner

Actions to take

- Talk to others in your organisation to explore contacts they already have
- Research potential partners online, and take opportunities to participate in events that matter to them
- Consider working with intermediaries—who can often help locate suitable organisations or people to work with

Resources

- Visit the NCCPE website and use our **Job Decoders** ▶ to find out who you should try contacting within each organisation

Where next?



- You may need to approach a number of organisations before finding a potential partner—don't lose heart. Once you have found someone go to **STEP 3**

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GETTING STARTED

STEP 1
Scoping needs and options

Actions to take

- Explore the purposes of the partnership with others in your team—do you share the same ideas? Could you achieve these purposes another way?
- Consider what you have to offer a partner, and don't be shy about recognising the value of these things

Resources

- For more resources to help with different stages of your partnership, visit the NCCPE website
- Our **Purposeful partnerships** ▶ resource helps you consider the purposes you have for working in partnership and to prioritise these

Where next?



- If you are committed to developing a partnership go to **STEP 2**

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GETTING STARTED



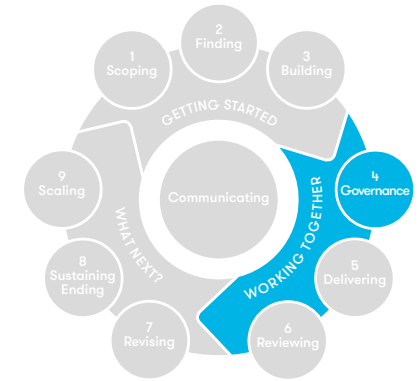
STEP 3 Building relationships

Questions to consider

- What do we both hope to get out of this partnership?
Do we share the same priorities?
Will this partnership lead to mutual benefit?
- What are we prepared to contribute?
What do we need?
Where are we prepared to compromise?
- How will others benefit from our partnership e.g. audiences; participants; staff and volunteers; project partners?
- Is this the right time for this partnership?
Do we have the resource and capacity necessary to support working together?
- How will we fund our work together?
Who will be responsible for securing funding for our work?



WORKING TOGETHER



STEP 4 Governance

Questions to consider

- What are your current governance structures?
How are decisions made, and are there formal processes that need to be taken into account?
- What formal agreements do you each want or need?
Have your funders any expectations that you need to consider?
- What documentation (e.g. budget, GDPR, ethics, etc.) would help you feel comfortable about working together?
- What is the process for dealing with things if they go wrong?
- Where does the budget sit, and who is responsible for it?
If there is a funder, who manages the relationship?



WORKING TOGETHER

STEP 4 Governance

Questions to consider (continued)

- How will you manage intellectual property arising from the partnership?
Do you have confidentiality requirements that need to be reflected in how you work together?

Actions to take

- Consider the type of agreement you need. This could be a memorandum of understanding (MOU) that sets out the roles and responsibilities of each organisation, or a formal contract. Refer back to this throughout the project
- If you are applying for funding together, consider having a pre-agreement. This should outline the expectations of your partnership were you to be successful in getting funding

Resources

- Visit the NCCPE website to find a **Memorandum of Understanding template** and other useful resources

Where next?

- Need funding—go to **STEP 5A**,
already funded—go to **STEP 5B**



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GETTING STARTED

STEP 3 Building relationships

Questions to consider (continued)

- Where do we both fit within the local ecology?
Are there other people who should be involved?
What might they want to get out of working with us?
What will they bring?
- How are we using language?
Do the terms used mean the same for each of the partners?

Actions to take

- Spend time together, exploring the aims of the partnership and how you would like to work together
- Don't be afraid to say that the partnership isn't right for you

Resources

- Visit the NCCPE website to try our **Jargon Busting Activity** which helps you explore your use of language and improve communication

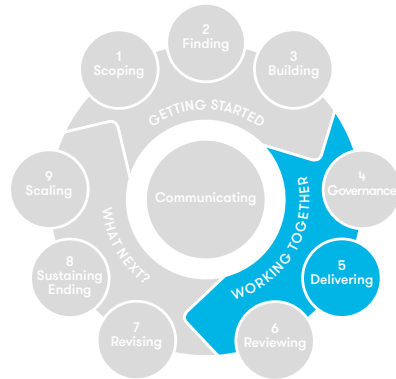
Where next?

- If the relationship isn't right for you, or not likely to be mutually beneficial, it is worth revisiting **STEPS 1 & 2**.
If you have found a likely partner proceed to **STEP 4**



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WORKING TOGETHER



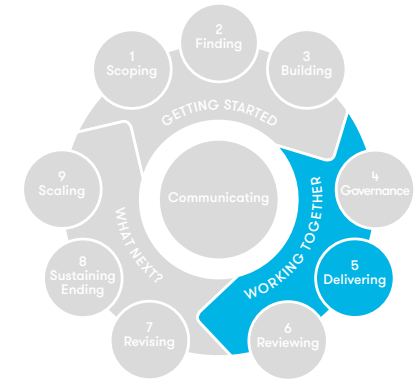
STEP 5A Delivering projects together: Funding

Questions to consider

- How can the partnership enable us to access funding for our work; engage new stakeholders; access new resources; or increase the reach of our project?
- How do our partnership aims map against existing funding opportunities?
- Are there funds that are accessible to one of the partners that could be applied for to support the partnership?
- How do we plan to share the learning from our project?
- How will we cost the project, ensuring that both partners are resourced effectively for the planned work?
- Who will be responsible for applying for funding? How could this be done together?
- What happens to the partnership if we are unsuccessful in securing funding?



WORKING TOGETHER



STEP 5B Delivering projects together: Process

Questions to consider

- How can we ensure that we are communicating effectively together?
- Are there unexpected outcomes; challenges; opportunities that need to be explored?
- What does success look like, and to what extent are we on track to achieve it?
- Are we sharing successes and challenges appropriately, and seeking to address any unexpected issues together?
- How are we engaging the other project stakeholders effectively?
Are we ensuring all those involved in the project are being kept in the loop?



WORKING TOGETHER

STEP 5B
 Delivering projects together:
 Process

Actions to take

- Regular update meetings help keep everything on track, and help to address any problems before they escalate
- Consider having a shared online space for key documents, and regular activity updates
- Encourage a culture of sharing when things aren't going to plan, and work together to address issues if and as they arise
- Create an evaluation framework to allow you to take stock of your progress as the project develops

Resources

- The NCCPE website contains **case studies** ▶ of how other partnerships have developed

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WORKING TOGETHER

STEP 5A
 Delivering projects together:
 Funding

Actions to take

- Meet with your partner organisation and collectively map out the stakeholders and funders that you each have access to
- Identify potential sources of funding, remembering to draw on suggestions from your teams and advisory boards
- Research the current opportunities and explore if and how the work you want to do map against the funder aims and objectives

Resources

- Visit the NCCPE website to find different **funding guides** ▶ and advice

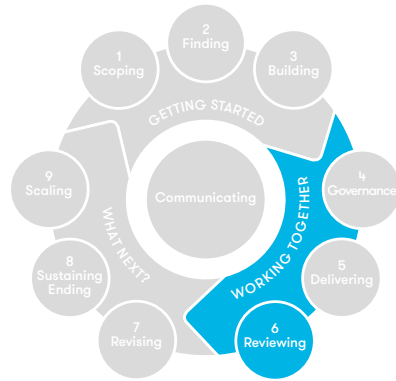
Where next?



- Once you are funded—go to **STEP 5B**. Consider revisiting the previous steps if funding is eluding you—it may be that a refocus on a different shared adventure, or bringing in other partners, could be useful

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WORKING TOGETHER



STEP 6 Measuring and reviewing results

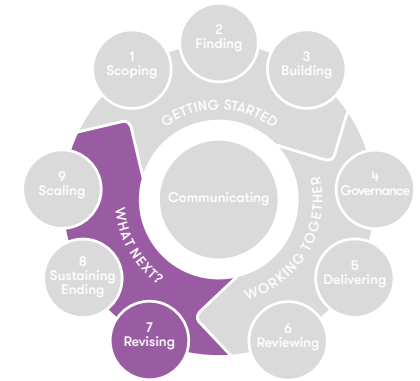
Critical to partnership or project planning, evaluation should be considered at the start. If you have a clear purpose for the partnership, and clear outputs, outcomes, and potential impacts, it is easier to assess what you have achieved. Remember, evaluation can also help throughout the process—from informing your approach; reviewing the process; and assessing the outcomes from your work together.

Questions to consider

- To what extent have we delivered the outputs, outcomes and impacts planned?
Where have we struggled to do this and why?
- What has our evaluation taught us about the process of working in partnership and about the project we have done together?



WHAT NEXT?



STEP 7 Revisiting and revising

Questions to consider

- What worked well in the partnership?
What were the challenges?
Can we find ways of addressing these challenges?
- Do we want to continue working together, and if so, do we still share the same goals?
- What has changed as a result of working together, individually, for our organisations, or for others?
- In what ways might we choose to work together in the future, and do these ideas require additional funding?



WHAT NEXT?

STEP 7
Revisiting and revising

Actions to take

- Use the findings from your evaluation to look at the partnership and if and how it supported the outcomes of the project
- Meet together to reflect on the partnership and the project, keeping an open mind as to if and how you might work together in the future. Consider the next few steps to explore your options

Where next?



- **STEP 8** Sustaining, maintaining or ending—is particularly relevant to those who want to consider options for future work
- **STEP 9** Scaling and increasing impact—is particularly relevant to projects that have piloted an approach, and now want to scale up the activity

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WORKING TOGETHER

STEP 6
Measuring and
reviewing results

Questions to consider (continued)

- What have the key benefits been to the partners; the stakeholders, the project participants?
- What have we achieved by working in a partnership that we could not have achieved alone?
- How has the partnership enabled us to work differently?
- If we were going to start the partnership again, what would we do differently?

Actions to take

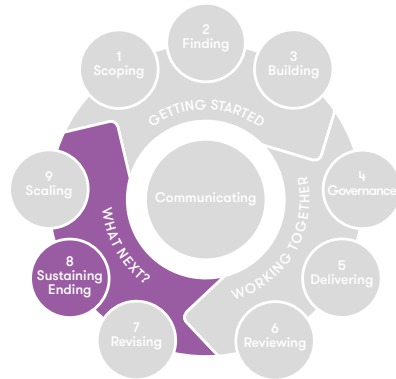
- At the start of the project, create an evaluation framework so you can collect evidence about how the partnership is working
- Collectively reflect on the process and what has been successful, and what has been challenging
- Consider sharing what you have learned within your organisation or with the wider sector

Resources

- The NCCPE website has a range of **evaluation resources** ▶ to help you tackle this area

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WHAT NEXT?



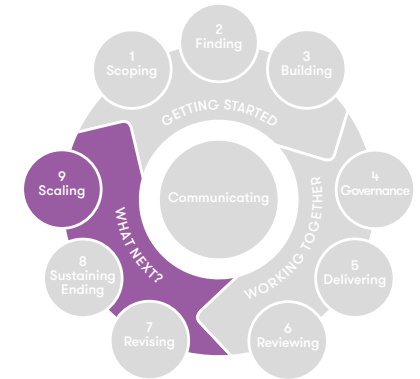
STEP 8 Sustaining, maintaining or ending

Questions to consider

- Has this been a successful partnership for me, my colleagues, and organisation?
Has it added value to the work we are doing?
- Do we have learning that we could share with others?
- Can we realistically see ourselves working together in the future?
- **How might we sustain our partnership?**
This might mean exploring new opportunities for working together, or continuing to work on areas of shared interest. It might mean seeking funding to do something different or scaling up the activity as described in **STEP 9**



WHAT NEXT?



STEP 9 Scaling and increasing impact

Questions to consider

- Why do we want to scale up our activity?
- Do we still share common aims for the project?
Has anything changed for any of the partners?
- What are the implications of scaling up our activity?
Do we have the capacity to do this well?
- Do we have the resources to scale up the partnership?
- Could/should we involve more partners?
- Could the partnership be developed into something new?
- Will scaling up affect the way the partnership needs to work, and who else needs to be involved?



WHAT NEXT?

STEP 9
Scaling and
increasing impact

Actions to take

- Take time to explore how you might scale up the project, and the pros and cons of doing this
- Scope out different futures for your partnership and look at the implications on the resources needed. Consider how scaling up will affect the current partners
- If you plan to go for additional funding, make sure you evidence the value of what you have done to date to make a case to potential funders
- Review the goals of the partnership—are they still shared?

Resources

- Visit the NCCPE website to explore **case studies** > of other partnerships and a host of other useful partnership resources

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WHAT NEXT?

STEP 8
Sustaining, maintaining
or ending

Questions to consider (continued)

- **How can the partnership maintain a relationship post project?**
It may be that there is nothing specific you want to work on together currently, but you would like to stay in touch. It is easy to neglect this step, but keeping in touch is an important part of maintaining the relationship
- **Has our partnership come to the end?**
There is nothing wrong with deciding not to continue to work together in the future, especially if you have achieved what you set out to do. However make sure you manage this together, and ensure the decision is agreed between you

Actions to take

- Reflect on the partnership with your own team
- Meet together to reflect on the project and the partnership, and if and how it might continue. Discuss frankly the possibility of sustaining the partnership
- Consider putting steps in place to sustain, maintain or end the partnership, that respects the work you have done together, and ensures everyone is clear about what happens next
- Sustain relationships, not just partnerships, for future opportunities, e.g. graduate students—where are they now?

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