

How to use the Stakeholder and Partner Survey template

Purpose of the Stakeholder and Partner Survey template

- To gather feedback from a range of external stakeholders on various aspects of a CLC's external-facing work and relationships, including community profile, collaborative activities, service provision, advocacy and strategic activities, in order to assist CLCs to:
 - Learn more about the strength of their partnerships and how they are viewed by key external stakeholders
 - Improve their work and their strategic positioning
 - Inform strategic and service planning
 - Gather evidence of the outcomes of their work for use in communications and advocacy.
- To gather data to measure a number of indicators within the CLC Sector Outcomes Measurement Framework.

What the template includes

- A combination of rating questions and open-ended questions, grouped into sections. Each section relates to a different area:
 - A. Information about the respondent and their role (and where relevant, their organisation)
 - B. Their knowledge of the CLC's activities, and view of the CLCs' reputation and profile within the community
 - C. Their involvement in collaborative activities with the CLC, and their reflections on how well these activities are occurring
 - D. Their reflections on the services provided by the CLC, including (where relevant) referrals made to and received from the CLC
 - E. Their reflections on the advocacy and strategic activities conducted by the CLC and the sector
 - F. Final comments.

Tailoring the template to your needs

- Although it is possible to use the template in full (for a detailed and comprehensive stakeholder and partner feedback process), it is quite long. The survey contains filtering directions which help people skip sections that are not relevant to them. If implemented in an online survey tool, these directions could be used as filtering questions with skip logic to move people ahead to sections relevant to them.
- Various sections of the template are of relevance to different stakeholder groups. For example, section D (service delivery) will be most relevant to frontline staff and middle managers of service delivery partner organisations, while section E (advocacy and strategic activities) will be more relevant to strategic stakeholders or advocacy partners.
- You will need to decide who to send the survey to. It is potentially relevant to a wide range of stakeholders including representatives of other CLCs and VLA, organisations which you have partnerships with, organisations or practitioners who refer people to you or who receive referrals from you, legal system stakeholders with whom you interact (e.g. court staff, police), funders and those in policy

development roles, community leaders and others. The survey is not intended for surveying service users. You may wish to survey a wide spectrum of stakeholder groups, however you may also have specific aspects of your work that you wish to explore with a targeted set of stakeholders. You will need to tailor the questions to those groups.

- For these reasons, you are encouraged to use the template as a resource bank of questions which you can draw on in creating tailored stakeholder or partner surveys for your CLC. You will need to consider your specific Monitoring and Evaluation (M&E) focus when conducting such a survey. We recommend that you select just the sets of questions most relevant to your specific M&E focus. Shorter surveys may get better response rates.
- To assist with this, a number of shorter, more targeted versions of the survey are available, which may fit with your specific area of interest:
 - CLC Partner survey – Informal partnership and referral focus
 - CLC Partner survey – Formal service delivery partnership focus
 - CLC Stakeholder and Partner Survey – Advocacy and law reform focus
 - CLC Stakeholder survey – Stakeholder perceptions focus.

You can access these versions along with the full template online via the FCLC website.

- You are also encouraged to adapt the questions to make them more relevant to your work and context. For example:
 - Questions 2 and 3 may need to be adjusted to reflect the groups you are sending the survey to.
 - In Section E, you may wish to mention some specific advocacy activities or campaigns that your CLC has worked on and seek feedback on these.
- Remember that some of the questions relate to indicators in the Sector Outcomes Measurement Framework. If you plan to report on indicators from the Framework, make sure you retain the associated questions!
- Note also that each of the main sections of the template include a combination of rating and open-response questions. This allows these sections to be used effectively as stand-alone modules. When selecting parts of the template for use in other surveys, we recommend that you retain a combination of rating and open text responses.
- If breaking the template into smaller sections for targeted use, you may wish to consider adding some extra questions relevant to these uses. One well-regarded framework for analysing the strength of partnerships and collaborative work is the *VicHealth Partnership Analysis Tool*, available online at: <https://www.vichealth.vic.gov.au/media-and-resources/publications/the-partnerships-analysis-tool>

More tips on using the template

- Add your organisation name and logo in the header.
- Although the template can be printed and filled out on paper, it is probably more efficient to develop an online version of it (e.g. in Survey Monkey) and email or SMS the link to people.
- There are various options for when the data is collected. It is likely to be most effective when distributed on a periodic basis, for example every two years.
- The survey template is anonymous – it does not ask for the name of the respondent (although it does ask for the name of their organisation). This can be beneficial in obtaining frank feedback. However, particularly when surveying only a small, targeted group of stakeholders, the identity of respondents may well be obvious from their organisational affiliation or their comments. For small sample sizes (e.g. under

10 people) where one respondent is sought from each organisation, anonymity may not be practical. In these instances it may be more useful to ask people for their name, but to provide strong reassurances about the confidentiality of their input.

- Remember that other CLCs may also be surveying their stakeholders – some of whom may also be your stakeholders! You may wish to check and coordinate with others to minimise the chances of your stakeholders experiencing ‘survey fatigue’.
- For easiest analysis, data collected using the survey should be entered to a custom spreadsheet, database or online survey tool.
- Finally, remember that surveys are only one method for evaluating the strength and value of partnerships. Other evaluation approaches, including reflection meetings with stakeholders, will also be important in gaining a balanced picture of how people perceive your organisation’s work.

Connection with Sector Outcomes Measurement Framework

Some of the questions in the survey help to measure specific indicators in the Sector Outcomes Measurement Framework. Other questions are relevant more broadly to High Level or Intermediate Outcomes within the Framework. The following table shows the correspondences between stakeholder survey questions and the Outcomes Measurement Framework.

Outcomes Measurement Framework – Outcomes and indicators	Stakeholder survey questions
High Level Outcome 3 - CLCs and stakeholders have increased capability to provide integrated responses to the needs of people experiencing disadvantage	Section C gathers feedback on the perceived quality and effectiveness of integrated service responses between CLCs and other organisations
Indicator 3.1b - Partner rating of partnership strength	Q11 provides the data for this indicator More detailed analysis can be undertaken using the other questions in Section C, and the respondent characteristics questions in Section A
Indicator 3.2b – Capability of non-legal workers to refer	Question 17 provides the data for this indicator
High Level Outcome 4 - Decision makers address systemic injustices	Section E gathers feedback on the perceived quality and effectiveness of CLCs’ advocacy and law reform activities
Indicator 4.4b - Stakeholder rating of advocacy influence	Q23 provides the data for this indicator More detailed analysis can be undertaken using the other questions in Section E, and the respondent characteristics questions in Section A
High Level Outcome 5 - CLCs are capable, sustainable and able to respond to the legal needs of people experiencing disadvantage	Section B gathers feedback on the perceived community profile and reputation of the CLC (relevant to Intermediate Outcome 5.4) Section D gathers feedback on the perceived quality, effectiveness, appropriateness and targeting of CLC

Outcomes Measurement Framework – Outcomes and indicators	Stakeholder survey questions
	<p>services (relevant to Intermediate Outcome 5.3)</p> <p>All sections are indirectly connected with issues of CLC funding (relevant to Intermediate Outcome 5.5)</p>
Indicator 5.4a - Stakeholder rating of CLC value	<p>Q27 provides the data for this indicator</p> <p>More detailed analysis can be undertaken using some of the items in Q15, and the respondent characteristics questions in Section A</p>
Indicator 5.4b - Stakeholder rating of CLC social justice leadership	<p>Q21f provides the data for this indicator</p> <p>More detailed analysis can be undertaken using the respondent characteristics questions in Section A</p>