

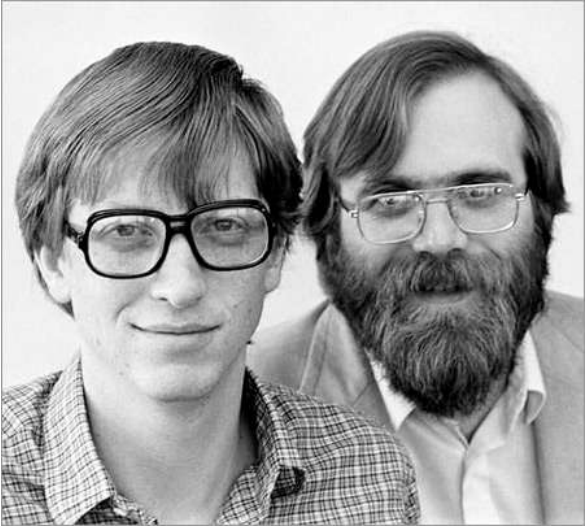
APSE Conference

Public Private Partnering Challenge for Success

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Great Partnerships... thrive on differences



Partnering needs similarities....

Multiple ways of Partnering but successful ones have similar features:

- Direction of travel and outcomes
 - **"What we will do"**
- Shared values
 - **"Why we are doing it"**
- Agreed standards, goals and performance
 - **"How we will do it"**
- Key People who believe in the Partnership.
 - **"Who will make it happen"**
- Dynamic Tension
 - **" Why it's important"**
- A Service Framework
 - To provide a rationale and structure



Partnership thinking ... also needs challenge

- **“One size” fits all**
 - Challenge what bidders offer
 - Naïve to assume conditions will stay the same - build in change points
- **Economies of Scale**
 - Evidence shows integrated services work
 - Savings gained in all areas of process
 - Optimal size is the key
- **Right people are the key**
 - Right people for the right time
 - Avoid consensus thinking and complacency
- **Constants are the contractual conditions**
 - No - Challenge and change these over time on both sides



Positive aspects of challenge

- Success requires re-evaluation and challenge
- **Pragmatic Adverserialism** – agreed and controlled - is a positive force
- Challenge good for both sides - and the Service.
 - Things still important - recognised and respected.
 - Things no longer important – changed or removed
 - Those not foreseen - accommodated.
 - Respect and understanding for community needs grows through the process
- Needs right culture and support from the top.



Pragmatic Adverserialism at Negotiation



- Positive process at tender phase
- Controlled process - bidder and authority **understand purpose, "rules of engagement" and benefits of challenge**
- Creative use of contract mechanisms develops challenge points for future:
 - Break clauses in longer contracts
 - Service Performance and KPI reviews
 - Pain/Gain share reviews - need to be clearly understood by both sides
 - Value for money and risk sharing are nebulous concepts – need real clarity
 - Financial models need real understanding and cross learning.
 - Budgeting processes should be consistent



- **The Contract is NOT the Partnership**

Pragmatic Adverserialism in Partnership



- Annual service reviews should have controlled challenge inbuilt.
- Must look forward rather than simply a backward review
- Challenges should focus on three questions around some key areas:
 - Are those tasks still relevant and important?
 - Did we do what we said we would do?
 - How can we improve on this next year?
 - Are there any new priorities that have appeared?



- Focus on community benefits as well as service metrics and commercials

Challenging perceptions for wider benefits

- Challenge must go further than the easily measurable
- Must include wider community requirements, business perspective, visitors
- Should also be evaluated by residents and staff
 - Did we exceed expectation? Please residents?
 - Are members happy with the service?
 - Does service meet the needs of local communities?
 - If jobs were promised were they created?
 - If working with community groups was promised did the service deliver?
 - If there is a charter did we deliver on the promises?

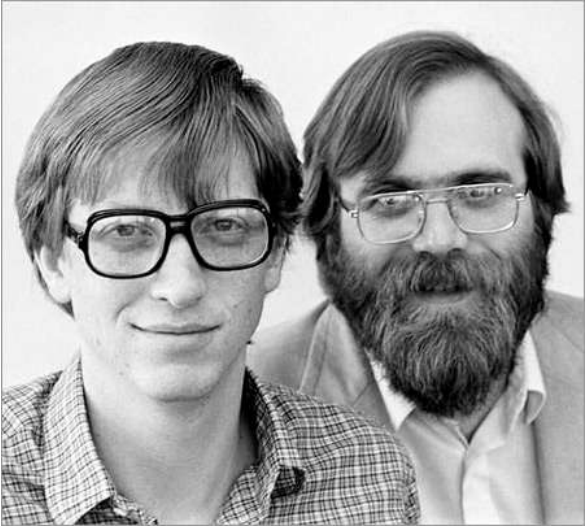


Challenging Partnership Working

- All too often Services are evaluated against the easy to measure factors
 - KPIS, performance, efficiency, cost
- Focus often on what we did wrong – rather than what more we need to do to deliver success
- Reviews tend to ignore community, resident and social aspects
- And almost all reviews fail to evaluate how the Service itself is working – the cultural performance.
- Controlled challenge, facilitated positively builds respect – and service excellence



Great Partnerships... thrive on differences



Thank you

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