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Elected Members' Masterclass

Partnerships & Joint Working

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The Improvement Service

The Purpose of the Masterclass Series

- To allow Elected Members to engage directly with the Improvement Service on issues relevant to local government
- To allow Elected Members from different Councils to engage in debate & learning with one another

What The Session Will Cover

- Context of partnership working
- Benefits/ dis-benefits of partnerships
- Partnership models
- Designing effective partnerships for ‘collaborative gain’
- Corporate Governance

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Partnerships & Joint Working (1)

The Context

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The Operating Context

- Tight public sector finances - spending cuts / savings
- Increasing demands
- Rising expectations
- Single Outcome Agreements
- Shared Services

B.V. 2

- Post Crerar: ‘Proportionality’ and ‘Self-Assessment’ – reduced ring-fencing: rationalised national reporting
- BV2 – *“Rigorous self-evaluation should be a central part of the council’s performance management to support continuous improvement”*
- BV2 Corporate Assessment Framework
 - Vision & direction
 - Effectiveness of partnership working
 - Community engagement
 - Governance & accountability
 - Use of resources – includes competitiveness
 - Equalities
 - Sustainability

The Challenges

- Significant gap between budgets & demand growth
- Need to get clear on corporate & partnership priorities: core outcomes
- Transformational change required - need to get more strategic; 'whole system', not elements in isolation
- Are existing partnerships:
 - delivering VfM?
 - Still 'fit for purpose' in light of Outcomes approach?

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Elected Members' Views

- Do you share the perspective of COSLA / IS conference colleagues?
- The importance partnerships
- Concerns about partnerships
- Taking partnerships forward

Partnerships And Joint Working (2):

Types of partnership

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So What Is it All About ?

- Shared outcomes across the public sector
- Better use of resources against the outcomes
- Better co-ordination / integration of public services to achieve the outcomes

Types of Partnership

Types of Partnership			
Informal			Formal
Informal collaboration	Strategic partnership	Statutory strategic partnership	Service delivery partnership
<ul style="list-style-type: none"> • No resources • Brings partners together to discuss common goals, etc • No formal agreement • Relies on co-operation / perceived mutual benefit 	<ul style="list-style-type: none"> • Non-statutory • Plans, co-ordinates, monitors • Takes strategic decisions • May have dedicated resources 	<ul style="list-style-type: none"> • Statutory organisation • Plans, co-ordinates, monitors • Takes strategic decisions • Likely to have dedicated resources 	<ul style="list-style-type: none"> • Delivery of services by one body on behalf of another (others) • Typically aims to add value beyond traditional contract

Key point is in ensuring appropriate accountability mechanisms

Potential Benefits of Partnerships

- Shared resources / Complementary skills / pooled expertise
- Economy of scale / Critical mass
- Increased 'market' penetration
- More effective tackling of cross-cutting challenges
- Service synergies
- Enhancing consumer experience
- Enhancing Outcomes achieved

Potential Dis-benefits of Partnerships

- Often significant costs involved
- Lack of clarity of purpose
- Over-complicated structures (overlap / confusion about who does what)
- The 'wrong people' involved
- Lack of credibility / influence / decision-making powers
- Poor 'value add'
- Lack of accountability

A Partnership Culture?

Self sufficiency



Interdependency

Fragmented



Integrated

Service focused



Outcome focused

Discrete
accountability



Mutual
accountability

Agency focus



Customer focus

But if Partnerships Are Such Good Ideas, Why Are They Not...

- The basis of more work
- Better supported at top level
- Easier to get up and running
- Easier to resource
- More effective

Force Field Analysis

Resisting
Forces

↓ ↓ ↓ ↓
Desired Situation

↓ ↓ ↓ ↓
Current Situation



↑ ↑ ↑ ↑

↑ ↑ ↑ ↑

Driving Forces

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Partnerships and Joint Working (3): Potential Barriers to Effective Partnerships

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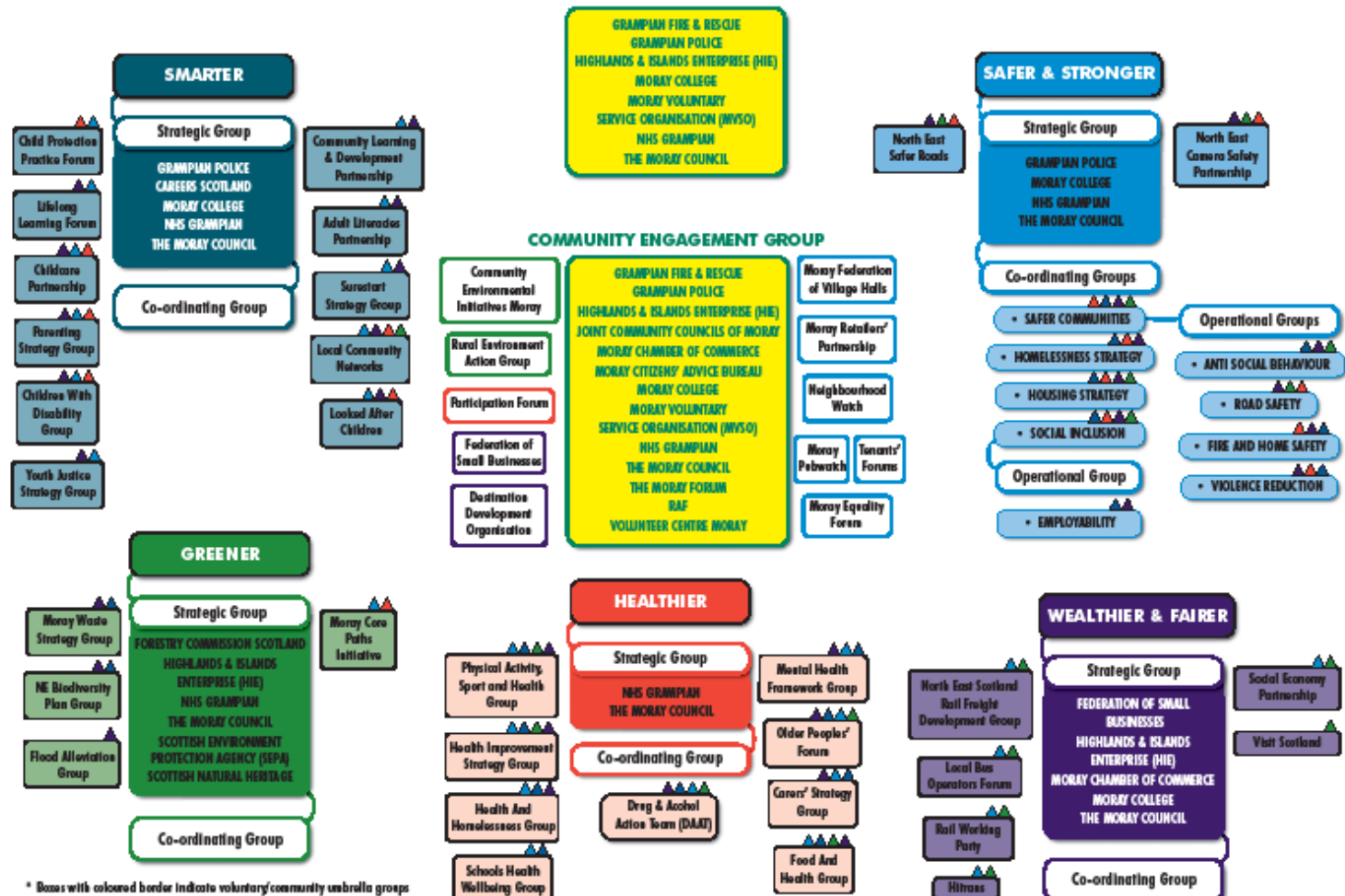
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Potential Barriers: Structures & Functions

- Organisation characteristics - 'gatekeepers' / inertia / size & complexity
- Statutory duties/ functions
- Costs of maintaining partnerships
- Customer focused approach?
- Complexity of planning arrangements

YOUR MORAY

COMMUNITY PLANNING BOARD



* Boxes with colored border indicate voluntary/community umbrella groups
 * Coloured triangles indicate cross-cutting link to other themes

Potential Barriers: Processes

- Funding regimes not aligned / integrated
- Internal processes structured hierarchically not horizontally
- Accounting arrangements
- Vision / strategy - set for what purposes?
- Lack of clear objectives
- Lack of co-ordination mechanisms
- No clear performance framework

Potential Barriers: Cultures

- Power - “Am I losing Control” ?
- “We come first” !
- Delegation & empowerment
- Risk & innovation
- Departmentalism & professionalism
- Trust !

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Partnerships and Joint Working (4): Towards 'Collaborative Gain'

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‘Collaborative Gain’

- Where partnership working brings about added value benefits, which could not have been achieved by the individual partner organisations operating on their own
- ‘More than the sum of the parts’
- **Collaborative gain** should not be confused with partnership. Many partnerships are pain and no gain
- ‘Gain’ requires to be planned for and designed in

Potential types of 'Collaborative Gain' include

- Compliance and PR gains
- Improved access and uptake
- Rationalisation and freeing up resources
(Improved affordability)
- Improved transparency and accountability
- Better customer experience
- Enhanced outcomes

Designing for ‘Collaborative Gain’

- Collaborative gain needs to be clear and specific - Precisely what gain is desired?
- Gain needs to outweigh pain
- Collaboration is not an end in itself: it needs designed around the desired outcome
- Appropriate form of collaboration necessary - design options
- Political, financial and practical feasibility
- Risk assessment and manageability

Designing for Collaborative Gain: Principles

- Simplest structure; process and components compatible with required outcome
- Lowest cost solution that meets required parameters
- Purpose drives design **not** the other way around
- Recycling existing 'sunk' capital is sensible **if** it can be redeployed for new gains

Working Collaboratively

Collaborative activities

- Sound governance and clarity of mandate
- Coherent plans
- Clarity of roles and responsibilities
- Influence, drive and enthusiasm
- Improved communications (proximity)
- Shared understanding and wider/better/deeper thinking
- Informed services and interventions
- Deployment of aligned/shared resources
- Increased capacity and resilience
- Scope for rationalisation / efficient deployment of resources
- Support for innovation

Collaborative Processes

- Clarity and consistency of purpose and direction
- More efficient and effective use of resources
- Supply chain and process efficiencies
- Agility and flexibility
- Service improvement
- Stakeholder satisfaction
- Learning and continuous improvement
- Trust
- Confidence and credibility
- Ownership
- Critical mass (in terms of resources) ensuring deliverability, viability, durability)

Collaborative benefits

- Greater progress on strategic objectives
- Improved services to customers
- Business benefits to partners
- Enhanced outcomes

Key Messages

- Understanding & agreeing the complexity of the issues
- Analysing, clarifying & agreeing the causes
- Creating the right conditions to deliver CG
- Assessing partner actions as dynamic drivers - developing this as a holistic concept
- Getting the right people
- Leadership, governance & structure

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Partnerships And Joint Working (5): Corporate Governance & Partnerships

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Corporate Governance

‘The system(s) by which organisations are directed & controlled’

The Victoria Climbié Enquiry

- Ground level failures but
- Resources, support, training, culture, communications, risk management
- Where was the Chief Executive & Council Leader?
i.e. Systemic -v- Contingent risk issues
Corporate Responsibility

Good Corporate Governance...

- Clear aims & objectives
- The right resources in place to deliver
- The ability to scrutinise, monitor & control delivery
- Accountability for what is achieved

‘Doing the right things....Doing things right’

All members are responsible – not just leaders of the administration

Putting Corporate Governance Into Practice

Within the Law...

- What do you want to achieve for the people of your area? (Outcomes)
- What services/ partnerships do you need to provide those outcomes ? (Outputs)
- What resources do you have available to achieve your outcomes
 - Are they sufficient ? **If not..**
 - Can you squeeze more out of what you have? **If not...**
 - Can you prioritise - communities priorities: your priorities? **If not...**
 - Can you realise more resources ?

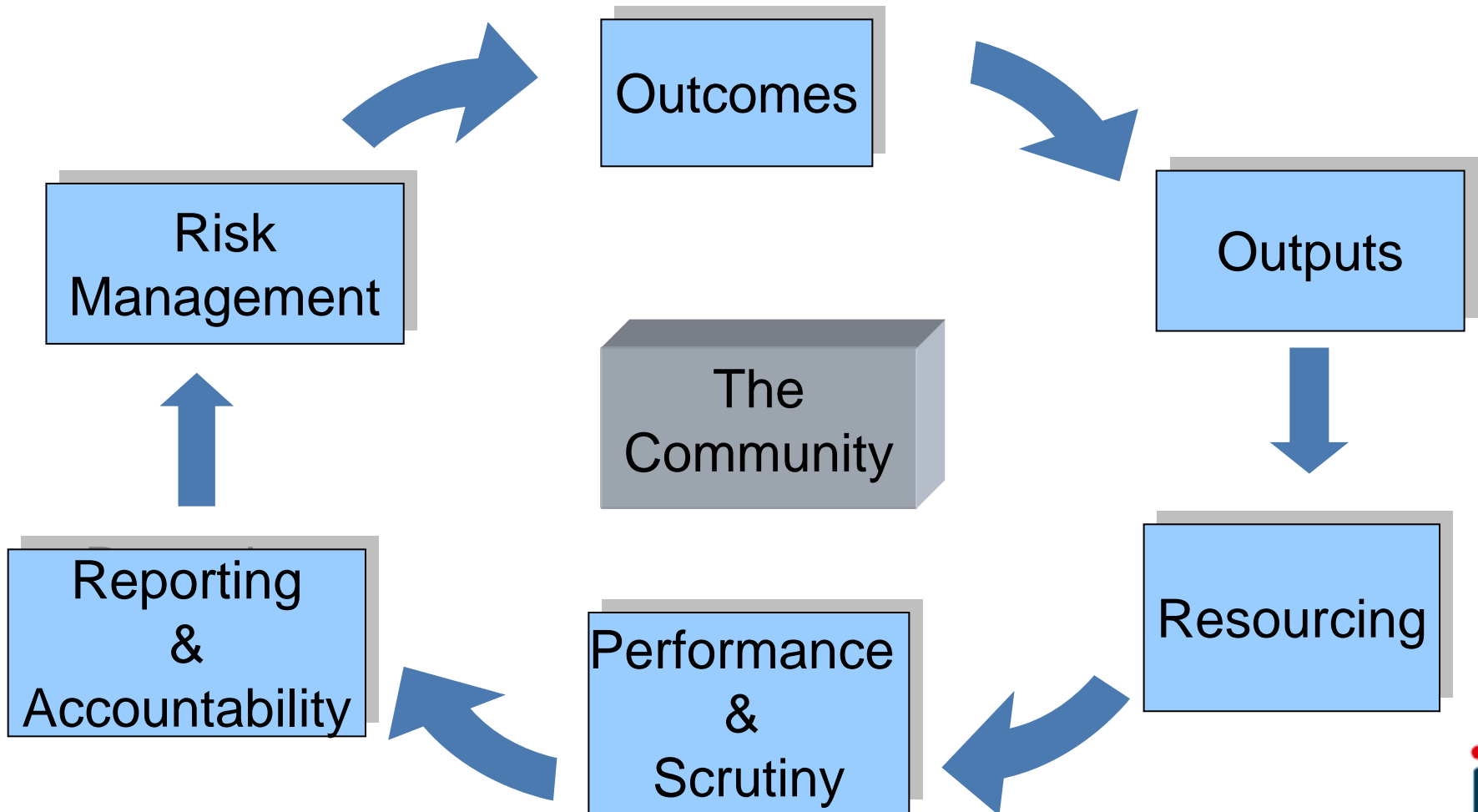
Corporate Governance In Practice

- Knowing how effective & efficient partnerships are in achieving outcomes (performance & scrutiny)
- Knowing about about success / failure (reporting & accountability)
- Knowing the risks against outcomes. Are the risks managed well? (risk management)

All are E.M. responsibility

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Corporate Governance: The Model



Group Exercise 2

- What contributions can Elected Members make with regard to improving the performance of partnerships?
- Where will you need support to carry this out?

Effective Partnerships require (1)

- Clarity of purpose
- Programme/project outcomes & objectives agreed by all partners
- Clear understanding of the evidence used to support programmes/projects – ‘logic modelling’/ customer input
- Good understanding of the cultures and priorities within each organisation at strategic & operational levels
- Potential efficiencies & business benefits identified at the outset

Effective Partnerships require (2)

- Clarity about strategic and delivery roles & functions
- Resource sharing within a programme/project
- Continuous improvement – is the partnership ‘fit for purpose’?
- Effective Leadership (at a number of levels)
- Clarity about Governance arrangements
- Risk assessment

Effective Partnerships require (3)

- Performance management arrangements defined at the outset (including clear baselines / targets / timescales / benefits)
- Performance monitoring & reporting
 - at the strategic level within each partnership, looking at a high level at additional impact & effectiveness of/compliance with the collaborative activities designed to support that impact
 - at the programme or project level, with the key messages about the effectiveness of collaborative working on that programme/project being monitored and used to re-emphasise or - if necessary - refine the collaborative activities

End points

- We need to get very hard nosed about partnership and what partnerships deliver
- Partnerships need to be properly designed, empowered and accountable
- Collaborative gain analysis is central to reviewing and developing the delivery of Outcomes
- Good corporate governance is a fundamental element of effective partnerships