Office for Public Management

Collaborative working in practice

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Collaboration by partnerships

- Expectations
- Critical success factors
- Central – local initiatives
- Learning from TP and other collaboration
- Partnership journey
- Implementation and change

Definition of partnership

- From **'mutual loathing in search of funding'**

- To **'collaboration between people in different organisations in pursuit of shared goals'**

Brookes, S (2007) *360 Leadership in the Public Sector*: paper presented to the third transatlantic dialogue University of Delaware, May 31 – June 2, 2007

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The role of partnerships

- Omnipresent and omnipotent
- Better allocation of resources
- Improved service delivery
- Joining up at a local level what is not joined up at a national level
- Making sense of the incomprehensible

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The role of partnerships

- Using the power of collaboration and shared ambition to turn the tanker of local public services

Characteristics of central – local initiatives

- A good idea
- A central government agenda - ‘more for less’
- A central government offer - ‘freedoms and flexibilities’, autonomy and creative space
- Commitment, enthusiasm and competitiveness

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Characteristics of central - local initiatives

- New relationships with neighbouring areas
- High expectations
- A challenging time scale

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Supporting collaboration

- Shared ambitions
- Unlock old mindsets – sectoral, organisational, professional
- Tenacity - keep looking, trying and talking
- Emotionally intelligent leadership
- ‘Appreciative enquiry’ – build on what works

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- Start with the users – case studies/journeys to ground thinking
- Open systems – multiple causes – understand questions if not answers
- Space and time to be creative – left brain and right brain
- Well designed processes
- Organisational development support

Cambridgeshire

- **‘Making Cambridgeshire Count’**
- Gain senior leadership and member buy-in
- Focus on cultural change
  - Cope with complexity and uncertainty
  - Develop leadership
- Building local capacity
- Engage widely and deeply
- Think about things differently

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Swindon

- **‘Life project’**
- Focus on families most at risk
- Family led – not enforcement led
- Invitation based – negotiate level and type of support
- Work as a whole team – collaborate with all other involved agencies

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Lewisham

- Worklessness

- Mapping user journey
- Ethnographic profiles
  - How people live their lives
  - Worklessness in the context of their whole life
- Delivering services in a way which fits with people's real lives

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Gateshead, South Tyneside and Sunderland

- Working across geographical boundaries
- Focus on drug and alcohol services
- Improving outcomes by;
  - Better integration
  - Improved effectiveness
  - Reducing alcohol and drug misuse

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Council and PCT integration and collaboration

- Herefordshire
- Hounslow
- Hammersmith and Fulham
- Southwark
- Swindon
- Waltham Forest

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Implementation

- Defined the issues
- Engaged with users and communities
- Identified some local and some central actions
- Buy in from leaders and professional
- Now need to implement and evaluate
- Need to develop very close central – local working relationship

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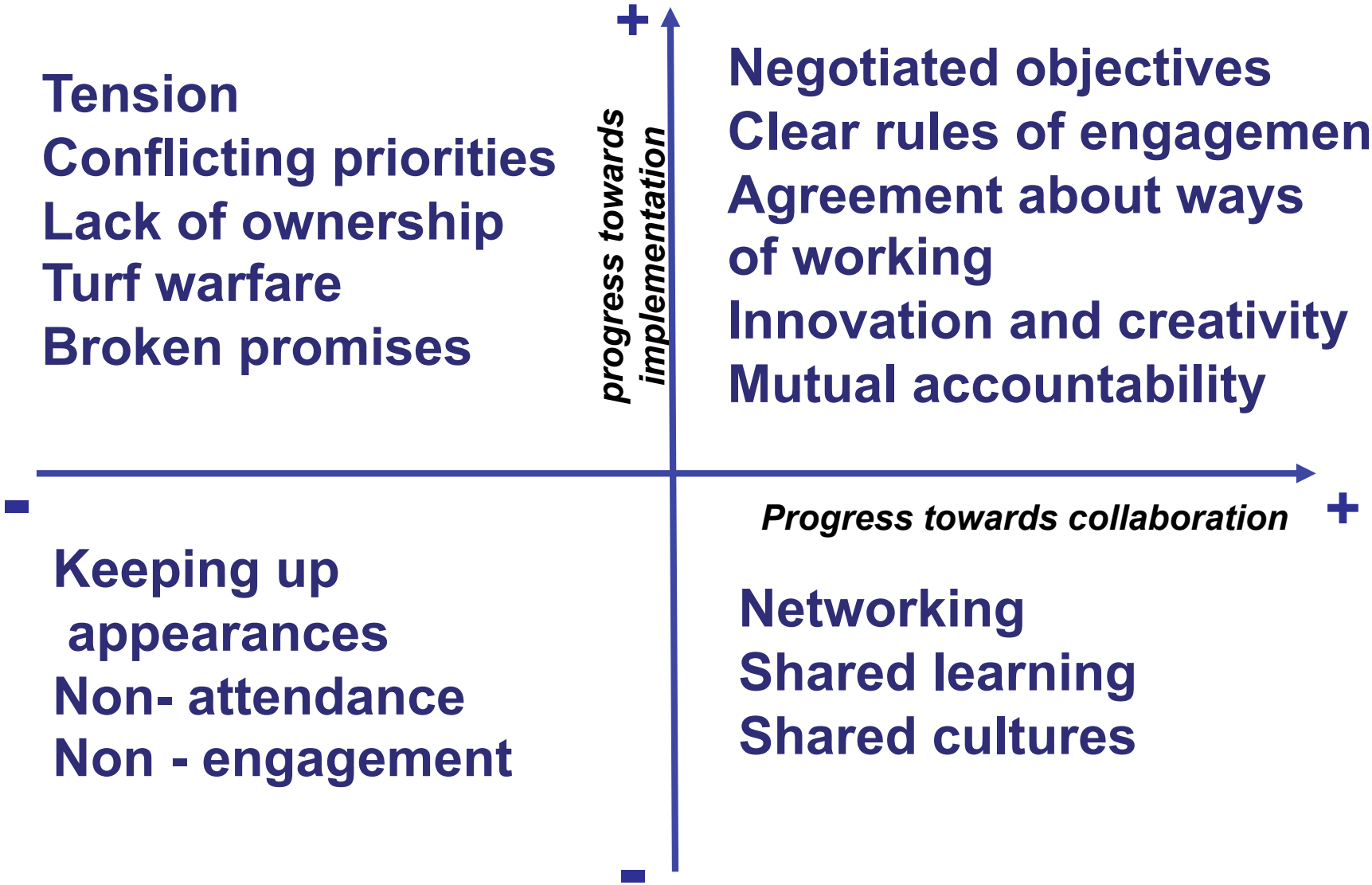
The partnership journey



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Contracting → Diagnosis → Exploration → Implementation

1. CAPACITY REVIEW

- Strength of partnership.
- Shared leadership.
- Understanding resources.
- Effective engagement.

2. PRIORITISATION

Agree priority area to target for efficiency gains

3. USER EXPERIENCE

Map and measure user experiences and outcomes

4. WHOLE-SYSTEM ANALYSIS

Examine whole system to identify gaps and duplication of effort

5. 'DEEP DIVE'

In depth analysis of critical parts of the system

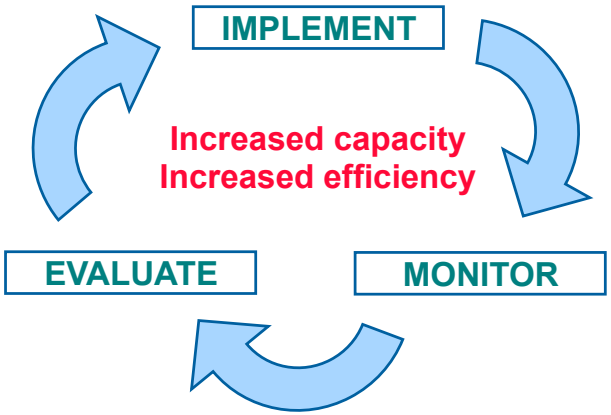
6. GENERATE OPTIONS

- Use creative techniques to identify options for change.
- Prioritise on feasibility and impact.

7. 'ROAD-TEST' OPTIONS

- Develop business plan.
- Analyse cost/impact.
- Consult on options.

Decision-makers appraise options and agree solution to implement



CORE PRINCIPLES OF THE OPM EFFICIENCY PROCESS:

- **Identifies the radical solutions needed to achieve sufficient savings.**
- **Focus on outcomes for users and communities**
- **Builds capacity throughout the process.**

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Dismantle the tankers

Turn them into windmills