

Making Partnerships Work

Mark Gardner
Chief Executive
Melin Homes

Rocket Science?



- What's the context (the rules of the game!)?
- What's the purpose?
- What's the focus?
- What's the urgency?
- What's in it for me?
- **All about relationships or opportunity?**

The Context and Purpose



- Understand the rules by which others have to play
- Understand the constraints they are bound by (political, regulatory, financial)
- Accept that some things can't be budged!
- Why should others work with you?
- Will real benefits be delivered
- Projects versus Programmes

Focus and Urgency



- Is there a problem to be solved
- Is partnership about quality or cost
- Is there a time limit
- Are the right people in the room
- Top down or bottom up (priorities/ time/ tactics/ chances of success may vary)

What's in it for me?



- Everyone's busy
- Everyone has pressures
- So what difference will partnership make
- In difficult times – needs to be a 'head turner'
- Best time to innovate – when times are hard!

Case Study



In One Place

- One health board
- Five local authorities
- Nine housing associations

Context - Health



Context – Social Care



Context - RSLs



Context and Focus



- Continuing Health Care (CHC)
- Procurement of all inclusive packages of accommodation, care and support often 'out of county'
- ABHB having to save £1m per week
- Public service funding cut backs = recipe for argument = who pays?
- Capital funding scarce – RSLs access to private finance – too much for one organisation to take on
- Lots of good projects – why never a **programme**?

Focus and Urgency



- £200K per person per year = all inclusive cost
- Supervision of quality of care
- 4 urgent cases
- 24 out of county placements
- 78 people designated as CHC
- 29 younger people coming through the 'system'

What's in it for me?



- Accommodation only savings per year - £34,000 for 4 cases
- Add care and support savings = £285,000
- X 4 = c£300,000
- X 24 = £1.8m
- X 78 = £5.8m
- Logical process that makes best use of skills, resources and expertise
- Could this be a programme?
- Mental health accommodation and DTOC's waiting in the wings

In One Place



- A new model of collaboration
- Supported by 1 health board; 5 LAs; and 9 RSLs (and 1 WG)
- Regional collaboration funding secured
- Programme Board
- Professional network
- Project teams

Why has it (partnership) worked?



- There was a focus and sense of urgency
- Partners accepted the context and there was real purpose
- A win-win-win opportunity existed
- Partners recognised that – and went for it
- We talked – and then did something about it
- The new model is **new** and therefore different and therefore can be a **programme** not a project

So when?



- Concept – agreed
- Approvals – in place (all partners)
- New model – end of summer 2013
- First people accommodated – by end March 2014

Is it Rocket Science?



- No, but...
- Needs commitment
- Patience
- Determination
- Mutual understanding
- Imagination
- Leadership
- Opportunity – never waste a crisis!