

To boldly go: Is UK higher education really ready for PPPs?

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Outline

- The cultural divide: is it real? Some differences (and similarities) between the public and private sectors
- The scars of a PPP developer (with hindsight from the seat of a university director)
- What makes PPPs work well?...and not so well?
- Is it the right thing to do? An institutional emotional readiness test.

Cultural differences between the private and public sectors

- Action focus
- Democracy
- Engagement
- Customer focus
- Can do attitudes
- Risk appetite
- Nimble and agile
- Committees and bureaucracy
- Corporateness
- Commercial and bottom line focus



The scars of a PPP developer

(with hindsight from the seat of a university director)

- Academic freedom, degrees of freedom?
- Public good, private bad?
- Individual v institutional interests?
- Democracy v bureaucracy?
- Que sera, sera? Serendipity v intention?
- The importance of language (cognitive dissonance?)
- From intent to delivery – an elephant’s gestation period?
- Risk and reward – inextricably linked?
- A smorgasbord of invention and great ideas
- Great resources, well utilised?

What makes PPPs work well?

Essential Ingredients



- The successful ingredients of a Partnering relationship are:
 - Commitment from senior management from both organisations
 - Recognition that Partnering requires effort from both parties
 - A clear strategy that defines the aims, objectives and long term goals
 - Clear communication of these aims etc, to employees within the Partnering organisations
 - Clear measurable, value for money benefits
 - Agreed, measurable, and realistic performance indicators
 - Candid, frequent and open communication between all parties
 - Effective mechanisms for dispute resolution
 - An exit strategy that specifies under what circumstances each party would want to withdraw from the Partnering relationship
 - Above all TRUST!!

.....and not work well?

Potential Difficulties

- Impatience
- Arrogance
- Different cultures
- Unrealistic aspirations
- Complacency
- Reluctance
- Openness/confidentiality
- Fear of the unknown

PPP?

An institutional emotional intelligence test

AS AN INSTITUTION:

- Do you know what you do well and why?
-and what you don't do well and why?
- Are you clear what your vision and ambition are and can you articulate this to others?
- Do you relish working with others to improve what you do? Are you learning constantly from others? Do you genuinely aspire to work with and learn from the best?
- Are you open to advice, support and criticism? Does it form part of your approach to continuous improvement?
- Do you have to control everything in your institution?
- Do you share readily and easily?
- Do you focus on the outcomes?