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

Presentation to Future of PPPs conference
3rd December 2014

Bob Hogg
Director of Business Development
University of Warwick
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?