

The Future of Joint Ventures

***Understanding the skills required to prepare
public sector leaders for joint ventures***

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Scope

- **Define “public sector leaders”**
 - **Officers**
 - **Councillors**
 - **Others?**
- **Skills for “Joint ventures”**
- **.....or all types of partnership and shared service?**

Make an initial assessment:

- **Objective and purpose – what do you intend to achieve and by when?**
- **Understand the context/impact:**
 - Savings driven? Policy driven?
 - ‘New world’ or ‘Frequent user’?
- **Assess breadth and depth:**
 - How many partners? Their experience?
 - Shared objectives? Shared skills?

What do you want to achieve?

For example:

- Simple outsourcing solution**
- Savings and Efficiencies**
- Asset transfer to a community**
- A property development with partner[s]**
- Alternative delivery model with the community**
- Joint Venture...**

What will be the impact?

- **Change**
- **Transfer of staff / Resource shift**
- **A new way of working**
- **New roles – Trustees? Directors?**
- **Loss of skills and experience**
- **A new style / method of service delivery**
- **Who will be affected by the change?**

Who do we engage with?

Leader of the Council

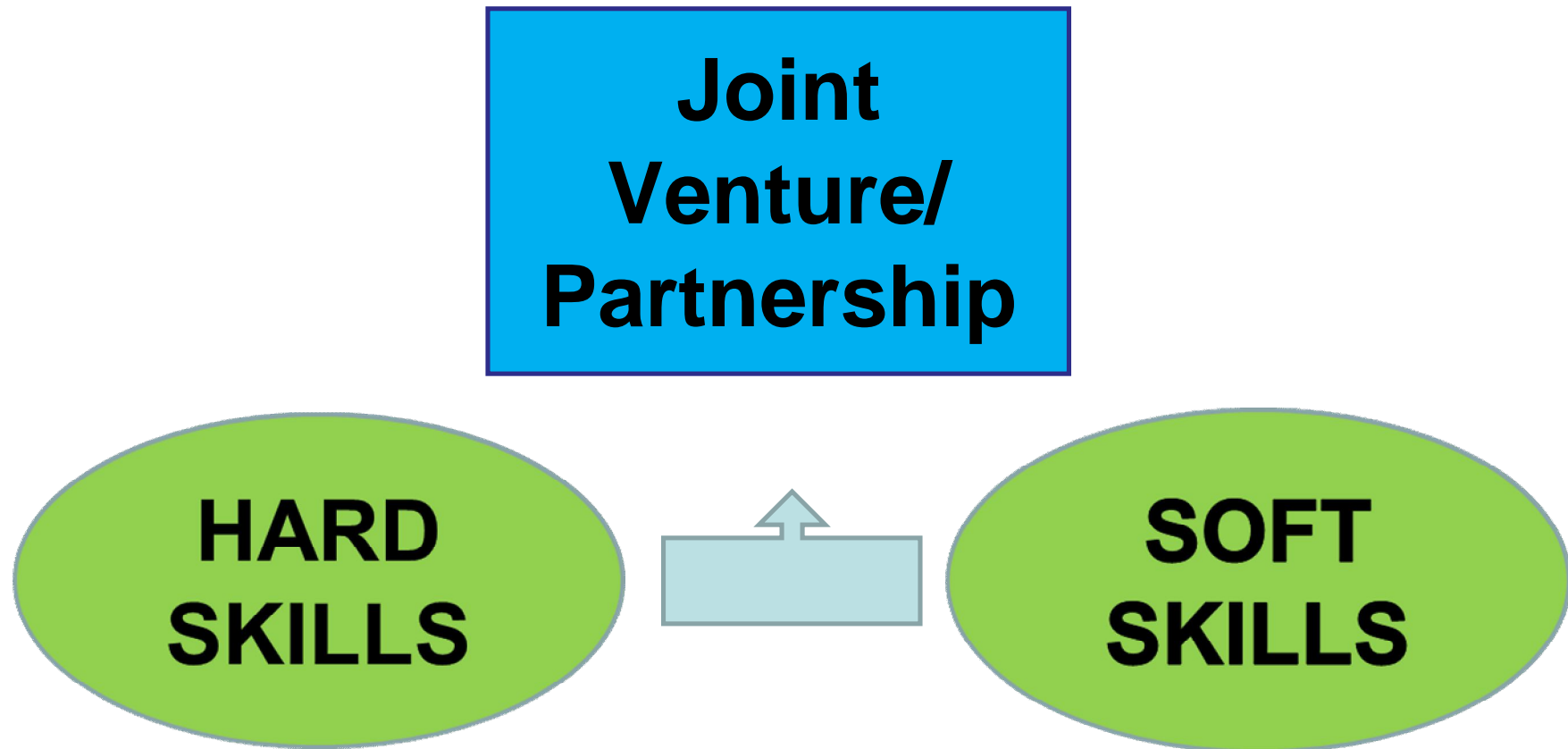
- **Councillors**
- **Cabinet**
- **Community**
- **Stakeholders**
- **Staff**

Chief Executive

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- **Same but different?**

And so to the Skills issue...





Skills required [1]

“Hard skills”- Specific to the task e.g.

- **Project management**
- **Legal / Financial**
- **Procurement & Negotiation**
- **Functional/professional**
- **[...more easily defined and acquired.]**

Skills Required [2]

“Soft skills” that will facilitate success:

- **Leadership**
- **Communications**
- **Change management**
- **Negotiation**
- **Diplomacy / ambassadorial**
- **[...less easily defined and acquired]**

What skills are on offer?

- **Skills and capacity within officers**
- **Skills available within members**
- **Skills & capacity available within partners**

But...

- **Do we need to buy something in?**
- **How best to fill skills gaps?**

Potential Issues

- **Shared /mutually understood objectives?**
- **Do existing staff have the right skills?...**
- **...and who decides?**
- **Culture clash – public / private/ community/ political / risk.**
- **Will skills be available for the duration of the project ?**

Conclusion

- Skills requirement is shaped by the project
- The context is key, but we can learn from others
- A mix of 'hard' and 'soft' skills will be required, but you decide the blend.
- Review skills needs, effectiveness and availability, at regular intervals

Thanks for listening....

[...and good luck!]