

# Key Strategic Partner Engagement Events

Summary of the Feedback From Events  
24<sup>th</sup> September 2014  
1<sup>st</sup> October 2014

# The purpose of these events was to:

To engage with stakeholders regarding three themes

- Theme 1 Skills required of a lead partner/partnership and high level risks associated
- Theme 2 Needs of the whole supply chain
- Theme 3 Outcomes to be measured

**The results are presented as themes which emerged from event discussions**

# Theme 1: What skills are required from the Strategic Partner in order to deliver this

- Cross sector skills working with a range of providers
- Building trusting with other organisations
- Able to understand, communicate and fulfil the vision
- Innovative, flexible, performance and relationship management
- Skilful in conflict management, quality control and negotiations

# Theme 1: What skills are required from the Strategic Partner in order to deliver this

- Expertise in mental health and wellbeing – work in person centred and empowering way
- Credible with an existing track record for delivery and innovation
- Ability to act upon 360° feedback re performance from service users and delivery partners
- Commitment to the supply chain/delivery network
- Business acumen “Corporate Ability”

# Theme 1: What skills are required from the Strategic Partner in order to deliver this

- Relationship Management
- Clarity of purpose within organisation
- Upskilling voluntary sector training opportunities for smaller providers
- Delivery and non-delivery strategic partner – both are possible
- Communication skills
- Pre-partnership forming work

# Theme 1: What skills are required from the Strategic Partner in order to deliver this

- Not more than 60% funding by KCC
- Financial management skills
- Willingness to work together for best outcomes for service users
- Proportionate in approach - not passing down bureaucracy

# Theme 1: What are the Risks associated with this model

- Additional level of management / costs
- Model lends itself to larger organisations tendering
- Setting up service has cost implications
- Structure will be important and requires a strong partnership with KCC
- Could be conflict of interest – the numbers of providers important

# Theme 1: What are the Risks associated with this model

- Financial risks and profit levels - Money not covering costs
- Length of contract – off set cost of setting up
- Ensuring quality across a range of providers
- Decommissioning of grants – services may not survive
- Peer support services may not be strong in some areas
- Ensuring proportionality for performance indicators



# Theme 1: What are the risks associated with this model

- Breakdown of relationships – falling out
- Loss as an organisations
- Overheads and legal costs
- Big boys might take over
- Management distanced from front line services
- Poor quality control

# Theme 1: What are the benefits/opportunities/rewards

- Community based approach
- Dynamic for the service user
- Helps shape communities and builds on assets
- Opportunity to be nimble – seed fund innovation
- Skills sharing across organisations/KCC
- Bank of local resources

# Theme 1: What are the benefits/opportunities/rewards

- Innovate and reinvest
- Bring ideas from elsewhere
- Training opportunities within partnership
- Ends command and control only get what you ask for – frees providers up to innovate and meet need

## Theme 2: How can we ensure that the needs of the supply chain are considered

- Consistent monitoring of outcomes
- Do not use supply chain, prefer Delivery Network
- Contracts need to be clear
- Minimum standards of delivery/training
- Importance of diversity of funding
- Avoiding the cliff edge for service users
- Flexibility is key
- Fair allocation of outcomes and referrals across the delivery network

## Theme 2: How can we ensure that the needs of the supply chain are considered

- Open and honest dialogue about outcomes
- Acknowledging skills of organisation
- Understanding of profit or contribution
- Proportionate response to measuring outcomes
- Evidence of what you do
- Ease of access for small providers
- Things will not be the same
- Good governance
- Prompt payment
- Regular monitoring

## Theme 2: What measures are required to ensure proportionality of responsibility

- Thorough contact and legal framework
- Use of partnership agreements – specified
- Cap on value in a geographical area
- Size of partnership will reflect the size of pot
- PQQ process is fair and equitable
- Need to move from time to task to outcomes
- Relationship with KCC articulated

# Theme 3: How will we know we are successful

- Less people in hospital / secondary care
- People in employment and training
- Engaged and active in their communities and networks
- Young people engaged
- Wellbeing is measured through formal evaluation
- Strategic partner is stable and functional
- Partnership Peer Reviews 360°

# Theme 3 How will we know we are Successful

- Closer progression paths for service users that are shorter
- People find their own solutions to live well
- Stable housing
- Improved financial management
- Progress and recovery
- Positive feedback – how has your experience been



# Theme 3 How will we know we are Successful

- Outcome stars
- Social return on investment
- Effective communication across delivery network
- Strategic Partnership role acceptable to charity and trustees
- % of delivery network are voluntary sector

# Theme 3: What outcomes should be measured and how

- Increased physical wellbeing
- Raised confidence and self esteem
- Reconnecting with community
- Developing social networks
- Reduced discrimination
- Recovery
- Accessibility of service

# Theme 3: What outcomes should be measured and how

- Regular monitoring meetings with delivery network
- Early identification of under achievement
- Impact assessments
- Number of new initiatives developed
- Evidence of best value across the delivery network
- Levels of peer monitoring Rating of strategic partner by 360° feedback from delivery network
- Evidence of prompt payment to delivery network

# Next Steps

- We have listened to stakeholders regarding developing a Mental Health Vision in Kent.
- We have also listed to providers who are considering a key strategic partner lead role in the future and who wanted to contribute to discussion around how this model could work in Kent

# Next Steps

- Further workshops will be arranged with providers who are interested in being part of a delivery network in order to explore the model in more detail
- We will be placing an advert on the Kent Business Portal asking for expressions of interest from those who would like to attend further events

# Stakeholders and Organisations Represented

- Laretta Kavanagh
  - Terry Gore
  - Julie Blackmore
  - Ruth Marriott
  - Garnet Johnson
  - Barry Simmonds
  - Adrian Lavender
  - Mike Crowhurst
  - Stuart Kichenside
  - Caroline Hallett
  - Ann Furminger
  - Sam Allen
  - Guy Robinson
  - Justin Batemen
  - Kerry Smith
  - Tony Obay
  - Nill Lane Wallace-Davis
- KMCS
  - Catching Lives
  - Maidstone and Mid Kent Mind
  - Catch 22
  - Groundwork South
  - Charlton Athletic Community Trust
  - Safe-hands/Carewatch
  - United Response
  - Sanctuary Supported Housing
  - VAWK
  - CXK Ltd
  - Sussex Partnership NHS Foundation Trust
  - Look Ahead
  - DGS Mind
  - KCA
  - KMCS
  - Psychology online

# Stakeholders and Organisations Represented

- Lauren Edwards
  - Irene Jeffrey
  - Jackie Hammond
  - Andrew Saunders
  - Chantelle Beckett
  - Neil Grant
  - Michael Lake
  - Grant Langfield
  - Les Jeffs
  - Steve Hickman-Brown
  - Sam Halligan
  - Jane Coombes
  - Alan Hayes
  - Katie Smith
  - Steve Furber
  - Alison Skulczuk
  - Charlotte Osborne – Forde
- Advance
  - Crossroads
  - MCCH
  - Meritum
  - Shaw Trust
  - Blossoms Care
  - Folkestone Mind
  - Social Enterprise Kent
  - Avondale
  - Stonham
  - Rhythmix
  - Wellbing People
  - Mental Health Matters
  - Invicta Advocacy Network
  - CASA support
  - Tunbridge Wells MH Resource
  - VAM

# Stakeholders and Organisations Represented

- Catherine Weir Rethink Mental Illness
- Michael Duighan – Murphy MCCH
- Jull Roberts Sevenoaks Area Mind
- Val Shea Carers First
- Anthony Miller Craigmore
- Ade Oyeniyi Advance
- Alex Dave Richmond Fellowship