Agenda

• welcome
• introduction and scene setting
• what we mean by a “strategic partner”
• collective discussion on key themes
• Kent Business Portal
• networking
• a **partnership** is a formal alliance between enterprises, formalized by one or more business contracts or by forming a new legal entity, agency, or corporate affiliate relationship.

• two or more companies can form a strategic partnership when each possesses one or more required assets that will help the other, but that each respective other does not wish to develop internally. (finance, skills, information and/or other resources in the pursuit of common goals)

• taking advantage of strategic partnerships can utilise other company's strengths to make both firms stronger in the long run.

• strategic partnerships raise questions concerning intellectual property ownership, exclusivity, competition, hiring away of employees, rights to business opportunities created in the course of the partnership, splitting of profits and expenses, duration and termination of the relationship, and many other business issues.

• the relationships are often complex as a result, and can be subject to extensive negotiation.
Role of Partner

• strong organisational management
• seeks others to strengthen collective organisation position
• collective financial viability and sound financial management
• ability to work in partnership with KCC and the supply chain
• ability to deliver and demand services to appropriate standards across the supply chain
• capability to performance manage and develop the regional supply chain
• understand importance of and embrace all providers and work in a proportionate way
in recent years, there has been a rise in the concept of social purpose businesses which pursue social responsibility directly, or raise funds for charitable projects.

many commercial enterprises consider themselves to have social objectives, but commitment to these objectives is motivated by the perception that such commitment will ultimately make the enterprise more financially valuable.

Social Enterprises differ in that, inversely, they do not aim to offer any benefit to their investors, except where they believe that doing so will ultimately further their capacity to realize their social and environmental goals.

A Social Enterprise
- organisation that applies commercial strategies to maximise improvements in human and environmental well-being, rather than maximizing profits for external shareholders.
  - can be structured as for-profit, non-profit
  - take the form of a co-operative, mutual organisation, a social business, or a charity organisation

Community interest companies (CICs)
- A CIC is a special type of limited company which exists to benefit the community rather than private shareholders.
  - includes a community interest statement
  - ‘asset lock’- a legal promise stating that the company’s assets will only be used for its social objectives
  - set limits to the money it can pay to shareholders

Mutual
- a mutual is an organisation owned by, and run for, the benefit of its members
  - Co-operatives and industrial and provident societies are both types of mutual
Business models for community based objectives

- limited company
- charity
- charitable incorporated organisation
- co-operative
- industrial and provident society
- community interest company (CIC)
- sole trader
- business partnership
STRATEGIC ALIGNMENT MODEL

Mission & Vision

Customer & Financial Strategic Outcomes

Strategic Themes in a Balanced Scorecard

- Technical
- Analytical
- People
- Organizational
- Communications

- Design
- Decision-making & Accountability
- Information systems
- Rewards/incentives & Strategic Budgeting

Strategy

Skills

- Norms
- Values
- Language

Structure

Culture

- Behaviour
- Leadership
- Stewardship
Partnership benefits

- Technical Skills
- Culture and Personal Attributes
- Leadership
- Commercial Skills
NHS Model

Courtesy of The NHS Information Centre for health and social care. Full diagram available at: www.ic.nhs.uk/commissioning
What’s in a name?

- Strategic Partner
- Kent (Area) Community Enterprise
- Partnership and Local Enterprise
- ?
- ?
- ?
- ?
• what skills are required from the strategic partner in order to deliver the services required?
• what are the risks associated with this model?
• what are the benefits/rewards?
how to deal with:
- co-inventorship
- intellectual property
- ownership
- technology transfer
- exclusivity
- competition
- hiring away of employees
- rights to business opportunities created in the course of the partnership
- splitting of profits and expenses
- duration and termination of the relationship
- relationships are often complex as a result, and can be subject to extensive negotiation.
Theme Two

• how can we ensure that the needs of the supply chain are considered?
• what mechanisms are required to ensure proportionality of responsibility?
• how will we know we are successful?
• what outcomes should be measured and how?
Kent Business Portal
Visit www.kentbusinessportal.org.uk

Login

Click 'Supplier Area'

Click 'My Opportunities'

Choose 'Kent County Council' from the list of organisations.

Click 'KENT-9H7FDD'

Choose the appropriate stage from the list of stages.

Click 'View Stage Detail'

View and read all of the published information.

Complete your response to the current stage of the tender process.

SUBMIT your response before the deadline.
Online ‘Discussions’

Now that stage one of the tender process has been published, any questions or queries, which you may have regarding the tender process, must be sent to the Council via the online discussion facility on the Kent Business Portal (click the ‘View Discussions’ link in the top right of the Stage One ‘Kent County Council - Qualification Questionnaire – Amended’ webpage).

Answers to all questions and queries received by the Council regarding the tender process shall be published via the discussion facility, so that all tenderers shall have access to all questions and answers. This shall ensure that the tender process remains open, fair and transparent.

Please note that all questions shall be anonymised.