



Policies and partnerships

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|| Presentation structure

- What is a partnership?
- Implementing policies – a theoretical view
- Where partnerships fit in
- What makes partnerships (more) effective?
- Some limits to partnership
- Conclusions

|| But first – a note of caution!

- Academics – not great at partnership!
- We often work alone
- It's been a while since I implemented a travel plan
- You are the experts
- I'm just here to offer a few thoughts

|| What is partnership?

- ...a process that gets people to work together (in new ways) towards common goal(s)
- Participants assess:
 - benefits and costs to them
 - Individual versus group interests
- If individual interest dominates, partnership can stall
- If group interest dominates, partnership can grow



Implementing policies – a theoretical view

- Gunn (1984) preconditions for perfect policy implementation
 - External circumstances
 - Understanding of, and agreement on objectives
 - Valid theory of cause and effect
 - Cause and effect linkages

 - Adequate time and resources - planned
 - Actual availability of resources
 - Single implementation agency
 - Tasks fully specified in sequence
 - Perfect communication and co-ordination
 - Perfect compliance

Relating Gunn to actual travel plans - 1

- Understanding of, agreement on objectives – *may be disagreement e.g. with Unions*
- External circumstances - *planning, other problem*
- Valid theory of cause and effect – *requires communication*
- Cause and effect linkages - *not clear - dependence on outside variables*

Relating Gunn

to actual travel plans - 2

- *Single implementation agency - dependence on e.g. bus operators*
- *Adequate time and resources – may be lacking*
- *Actual availability of resources – varies greatly*
- *Tasks fully specified in sequence - can be done, but dependent on experience of implementer*
- *Perfect communication and co-ordination - rarely!*
- *Perfect compliance - again, rare - but examples from parking charging*



Beyond the preconditions

- What else is needed - and most important?
 - Person dedicated to implementation
 - Policy champion/ protagonist
 - Political stability
 - Monitoring
 - Trust
 - On-going public relations
 - Timing
 - Incremental implementation?

Where partnerships fit in

- Partnerships can help deliver on:
 - Building support/agreement on objectives (alliances)
 - Communication and PR
 - Securing resources?
 - Securing compliance?
- They can't deliver on every precondition

What makes partnerships (more) effective?

- Clear objectives – and results
- Something in it for everyone
- Effective organisation
- Sharing powerful/influential information
- Recognise that partnership may evolve
- **Leader (or links to leaders); and people**

Working with different partners

- Common factor – understanding their motivations
- Internal
 - Easier to get in touch?
 - More likely to have motivations in common
 - Easier to share information
- External
 - Need to find common motivations
 - Free rider problem
 - Commitment may suddenly change – be prepared for that

Some limits to partnership

- Controversial/“difficult” policies – not just a matter of partnership
- Most recent Dutch research found “in-depth” travel plans implemented when:
 - Clear reason/motive/problem exists for TP
 - Clear objective
 - Structured approach
 - Organisation needs to want its TP to work
- Can partnership achieve all of this?

Conclusions

- Policy implementation dependent on many factors
- Partnership influences some of these
- Many important factors ***not*** affected by partnership

Questions for discussion

- Is my analysis unduly negative?
- What do you want to get from your partnership – is the partnership itself enough? If not, what else is needed?
- How important are leaders?

