Public Social Partnerships

How to Guide

Contents

Purpose of the Public Social Partnership How to Guide

The document is designed to support existing and prospective Public Social Partnerships (PSPs) by providing a step by step guide to the key stages and processes that should be undertaken to ensure a successful PSP. Its content incorporates the experiences, feedback and lessons learned provided by those PSPs who have adopted and tested the model suggested within this guide.

The guide covers six key areas, as illustrated in diagram below:

Introduction

The introduction explains the concept of PSPs along with the support available for PSPs through Ready for Business. An insight is provided of the 5 'Strategic' PSPs and an introduction is given to the PSP model.

Pilot

The purpose of a pilot is to allow the PSP to review, refine and evaluate the newly designed service in a 'safe' environment to ensure the proposed service operates effectively to identify and implement Required improvements. This section describes the activities involved in developing and running a Pilot, followed by final business case construction.

Identify and Create

This section looks more closely at the activities involved in identifying and creating a PSP, from the initial concept, to finding partner organisations, agreeing the vision for the PSP along with the scope of service design, and setting in place the governance and operational structure for the PSP.

Sustaining the service

Sustaining the service is concerned with the activities to be considered when determining how the future service will be funded, whether that is ultimately through a procurement route or through other routes such as grant funding.

Service Design

Service design considers the Activities involved in assessing current service delivery and engagement of service users to capture future service requirements. This section then looks at the work involved in determining improvement options, the selection of a preferred option and detailed design. The output from service design is an outline business case to pilot and test the preferred option.

Ongoing PSP Management

Throughout the life of the PSP there are various tools, methods and meetings that should be embedded and used on an ongoing basis to Ensure successful management of the PSP. This section highlights a number of PSP management tools and activities that should be considered and utilised over the PSP lifecycle.

Throughout the document we seek to demonstrate leading practice in PSP processes, how to achieve long-term sustainability for PSPs and in doing so secure continuing benefits to the public sector, third sector, and importantly those who use services.

This guide and supporting documents provide hints, tips and templates to help you through every stage of the PSP process from PSP identification to sustaining the service.

However it should be noted that the context and requirements of your PSP should be taken into account before implementing any of the suggestions made within this document, with advice sought from relevant experts within your own organisations and / or partnerships.

Introduction

2.1 What is a PSP?

The Scottish Government defines a PSP as 'A strategic partnering arrangement which involves the third sector earlier and more deeply in the design and commissioning of public services'.

They are designed to be voluntary partnerships involving one or more organisations from both the public and third sectors, and potentially from the private sector. Based on a co-planning approach, organisations jointly design public services based on service user needs. The model builds in an opportunity to pilot services to ensure effectiveness before the service is procured.

The public and third sector organisations share responsibility for managing the PSP, and designing and piloting the services. This ensures that the skills and capabilities of all organisations that take part in the PSP are utilised to their fullest.

Once the service has been designed and piloted, the new service can either be competitively tendered to ensure its future sustainability, or sustained through other routes as deemed most appropriate, such as grant funding, following expert consultation.

2.2 Benefits of Adopting a PSP Approach

Almost all aspects of public service delivery are mirrored, supplemented or enhanced by the activities and operations of third sector organisations. In the last few years, considerable effort has gone into putting in place mechanisms for closer cooperation and coordination between Scotland's third sector and its public sector, not least through single interfaces and community planning partnerships.

PSPs are one way of taking that cooperation and coordination further, particularly with a view to innovating and developing how public sector services are delivered and the social value that flows from their delivery.

In establishing a PSP, the beneficial outcomes for a public sector organisation might include, amongst others

Increased delivery of social value / wellbeing flowing from a redesigned or new delivery model or concept	The promotion of sustainable economic growth through improved capacity and capability within the Third Sector	Potential cost-savings associated with service changes
Creation of a more dynamic market-place for services, offering greater choice and placing service users at the centre of the service focus	Simpler, more innovative services, which draw on the insight of the third sector and breakdown traditional service delivery silos	The public sector shift focus to facilitate rather than deliver services; acting as catalysts and facilitators of change rather than sole service providers

Similarly, a PSP approach offers a third sector organisation:

The opportunity to further its aims or make a substantial difference relevant to its aims or the community of interest / beneficiaries that it serves, through delivering social value	The opportunity to understand the public sector organisation that it engages with during a PSP, including that organisation's drivers, objectives, limitations and the areas in which the third sector and that organisation may work together on an enhanced and lasting basis	Potential access to grant funding or income from delivery of a service requirement to a public sector organisation	Strengthened relationships with public sector organisations, built upon a partnership between organisations and sectors that can encourage the breakdown of cultural barriers between sectors and organisations

Even the work in thinking about what a PSP could achieve and engaging with stakeholders can identify potential benefits and improvements for both public and third sector organisations.

2.3 The role of Ready for Business in Supporting PSPs

The Developing Markets for Third Sector Providers programme is being delivered by the Ready for Business consortium. The Scottish Government awarded Ready for Business a contract to "increase public sector understanding of the third sector with the aim of opening up public sector markets to enterprising third sector organisations". As part of this, the programme focused on the support and development of Public Social Partnerships.

The consortium is led by Ready for Business Procurement LLP, a partnership involving leading support providers to the third sector and public sector in Scotland – CEiS, Social Firms Scotland, and Senscot. The consortium also includes KPMG, Social Value Lab, MacRoberts LLP and Sustainable Procurement Limited.

Our partners and other specialist subcontractors bring a unique combination of knowledge and experience of the issues facing the public sector in commissioning, procurement, and third sector engagement. This has enabled us to design a tailored programme to meet the needs of Scotland's public and third sectors.

Ready for Business has significant experience in supporting the development of Public Social Partnerships. As a result, we are suitably placed to provide guidance and support throughout the Creation, Development and Management of PSPs. At the time of writing, we have worked with over 40 partnerships across Scotland, including in-depth support for the 5 strategic PSPs and to the PSPs established through the Scottish Government's Reducing Reoffending and Early Years Change Funds. The following provides an overview of the five strategic PSPs which are the focus of RfB's current support programme:

2.3.1 Low Moss Prison: Prisoner Support Pathway

In 2012 the new Low Moss Prison opened with a capacity of 700 prisoners, mainly convicted short-term and remand prisoners. Low Moss Prison chose to engage with the third sector in a Public Social Partnership (PSP) through which the Low Moss Prison 'Prisoner Support Pathway' was developed as an innovative approach to service redesign, resulting in a step change in the way reducing reoffending is tackled both in the prison and in the community. The Low Moss PSP has been designed to offer holistic, seamless, and person-centred support from sentencing through to pre-release, on release and ongoing community support, all co-ordinated by a known and constant Pathway Practitioner, who is a member of a multi-agency team.

At the time of writing this guide, the Low Moss PSP has also commissioned and completed an independent external evaluation, which has found that the PSP has helped to improve through-care service provision to those who have short-term sentences in HMP Low Moss, with positive impacts on many aspects of individual service users' lives. There is also early evidence that the PSP is contributing to the prevention of reoffending and re-imprisonment.

2.3.2 East Renfrewshire Health and Social Care Partnership (HSCP)

There are 319 people in East Renfrewshire known to have a learning disability, of which 122 are living in accommodation with support services. At the beginning of the PSP process, these services were provided by both East Renfrewshire HSCP and a range of third sector providers. The people using these services live in a range of supported living environments in either individual or shared tenancies. Their services were traditional in focus with the emphasis being upon the quality and level of staffing and less focused on supporting the individual's personal independence.

Against this backdrop, the HSCP identified the PSP approach as the most appropriate way for delivering a step-change in how services are delivered to increase each individual's independence and prevent unnecessary use of and reliance on public services. In particular, it was felt that PSP would enable the following factors to be addressed:

The Self Directed Support agenda	The need to transition to a provider-only model for Supported Living rather existing mixed service provision
It was recognised that there was an opportunity to deliver an innovative approach to the future delivery of services, incorporating both national best practice and innovative locally focused models of care	An understanding that services can be designed to be more effective and efficient when designed through collaboration
The recognition that demographic changes were and will increasingly impact upon the services delivered	The growth in professionalism, quality service delivery and the increased role the third sector can, and is, playing in the delivery of Health and Social Care services
The need to design and implement financially sustainable services that are fit for purpose	

All of those identified as living in accommodation with support had individual plans developed by March 2016. Evidence is also beginning to emerge to show that not only will outcomes be improved by the process followed, but significant financial savings can be made.

2.3.3 NHS Lothian

In collaboration with NHS Lothian, the City of Edinburgh Council, Queen Margaret University and the third sector, the Royal Edinburgh Hospital campus redevelopment programme was identified in 2012 as a major opportunity to redesign services through the collaborative application of the Public Social Partnership (PSP) model. Initially, focus was on the Wayfinder PSP however following the success of the PSP approach, four workstreams of activity are now underway and beginning to reshape the way that health services are delivered. These include:

Wayfinder

An academic–practice partnership between NHS Lothian and Queen Margaret University which is focused on the redesign of rehabilitation for people with multiple and complex mental health needs, and in particular the transfer of services from a facility base to community delivery.

Greenspace Artspace

This PSP aims to focus on progressing and expanding therapeutic public services with a focus on green and art related activities and environments within the new Royal Edinburgh Hospital Campus.

GameChanger

A partnership between NHS Lothian, Hibernian Football Club and the Hibernian Foundation (with a range of 90+ other interested partners identified from across public, third and private sector), GameChanger PSP aims to use the passion that football invokes and make greater use of the physical and intellectual assets that Hibs Football Club has to deliver a better future for the disadvantaged within the community. The principle objectives in taking forward GameChanger PSP flagship projects are Addressing Inequalities and Social Justice.

The Rivers Centre

The newest PSP within the PSP portfolio, focused on developing a specialist multi-disciplinary psychological trauma centre – The Rivers Centre. The centre will support those who suffer from the effects of psychological trauma from a single location blending statutory agency support with third sector services.

2.3.4 SPT Community Transport

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership (and Public Transport Authority) for the west of Scotland. SPT has supported the Community Transport (CT) sector financially and has contributed to the development of its capacity and capability through the development of the West of Scotland Community Transport Network. This Network, which was launched in March 2013, is a partnership between SPT and CT organisations throughout the West of Scotland formed with the objective of bringing co-ordination, enhanced quality and better use of resources to the CT sector.

In the summer of 2013 both SPT and the CT Network identified that the Public Social Partnership (PSP) model could assist in enhancing the partnership beginning to develop and assist in meeting a key challenge for both the CT sector and SPT of the ability to continue to deliver socially necessary Community Transport and Demand Responsive Transport (DRT) services. Consequently, two workstreams were formed:

Delivery of DRT Services

This workstream seeks to design, pilot and implement innovative transport solutions for communities through a process of user engagement and the development and delivery of pilot services operated by community transport operators with a view to tendering these services if successful after the pilot phase.

CT Capacity and Capability Growth

This workstream focuses on driver training, the development of volunteering and employability initiatives and building the sector's IT infrastructure. In particular, this workstream seeks to address the growing shortage of D1 qualified drivers which has arisen from legislative change which removed the automatic entitlement to the D1 category required to drive a mini-bus or small bus from driving licences issued after 1st January 1997.

The PSP has seen numerous benefits to SPT, the Community Transport sector and local communities. The PSP approach is now being embedded as a way of working within SPT itself due to the success to date of this partnership.

The success of the PSP is further reflected in recently winning the 2015 Social Enterprise Scotland award in the category of 'Buy Social – Market Builder'.

2.3.5 Glasgow – The Life I Want

The Life I Want (TLIW) Public Social Partnership was initiated in 2013 and is committed to the modernisation of day services in Glasgow for adults with learning disabilities. This commitment is not only a response to Self-Directed Support legislation, which is designed to enable service users to exercise choice and control over their care and support arrangements, including choice of provider, but also because it was clear to partner organisations that services needed to change to meet the aspirations and needs of the people who use them.

The scope of The Life I Want PSP is necessarily broad. In seeking to achieve the above aims, there has been a particular focus on the following workstreams:

Learning, Development & Quality

Delivering robust training programmes to a range of stakeholders and delivering a quality checking service

Employment

Raising awareness, educating and encouraging businesses to employ people with learning disabilities. Additionally exploring social enterprise opportunities and connecting with the existing social enterprise activity across Glasgow;

Short Breaks: considering and developing alternatives to traditional respite support

Service Redesign

Developing and piloting appropriate service options based on received feedback including working with Young People in transition, health and wellbeing, and community initiatives

Short Breaks

Considering and developing alternatives to traditional respite support

Engagement

Communicating with and bringing key stakeholders and in particular those with learning disabilities together to ensure their preferences and aspirations are reflected in the work of the PSP

Voices of People

A work group with broad representation of people with learning disabilities, to provide a forum for collating feedback and influencing the broader work of the PSP and partner organisations.

Detailed case studies relating to each of the 5 strategic PSPs can be found here.

2.4 Introduction to the PSP Model

Leadership and Sponsorship

Identify and Create

- Orgs with capability, shared vision and values identify need
- Build relationships
- Agree PSP vision and joint goals
- Agree governance
- Share responsibilities
- Agree and sign MoU
- Detailed project planning

Service Design

- Build baseline of current position
- Engagement with users and staff
- Define desired outcomes and benefits
- Explore sustainability requirement with key decision-markers
- Develop detailed design

Pilot

- Agree pilot boundaries and funding approach (may involve procurement)
- Engage with users and staff to identify improvements
- Evaluate and build evidence base of outcomes and benefits achieved

Sustaining the service

- Define sustainability route with legal / procurement advice
- Develop and implement SLA / grant funding; or
- Public sector finalises specification
- Public sector launches competitive procurement

Project & Relationship Management

The diagram above illustrates the PSP process required from initiation to sustaining the service. The key stages required for a successful PSP process are:

Identify

A requirement for re-designing existing services or developing a new service is identified. Organisations from the third and public sectors with a shared vision for the future and the capability to commit to a PSP are identified and engaged.

Create

The partnership itself is created, with joint partnership goals, appropriate governance structures and the approach to working together agreed. These are documented in a Memorandum of Understanding which defines the principles of the PSP and is signed by all partner organisations.

Design & Pilot

Third sector and public organisations work together with people who use services to design how improvement options can be delivered and how social benefit can be maximised. These improvement options are then tested for a limited time. During this period partners can adjust how the new / redesigned services are delivered to ensure outcomes are most effectively met. Throughout this process, focus is given to building an evidence base of why and how the new service delivers benefit to support discussions around service sustainability with key decision-makers.
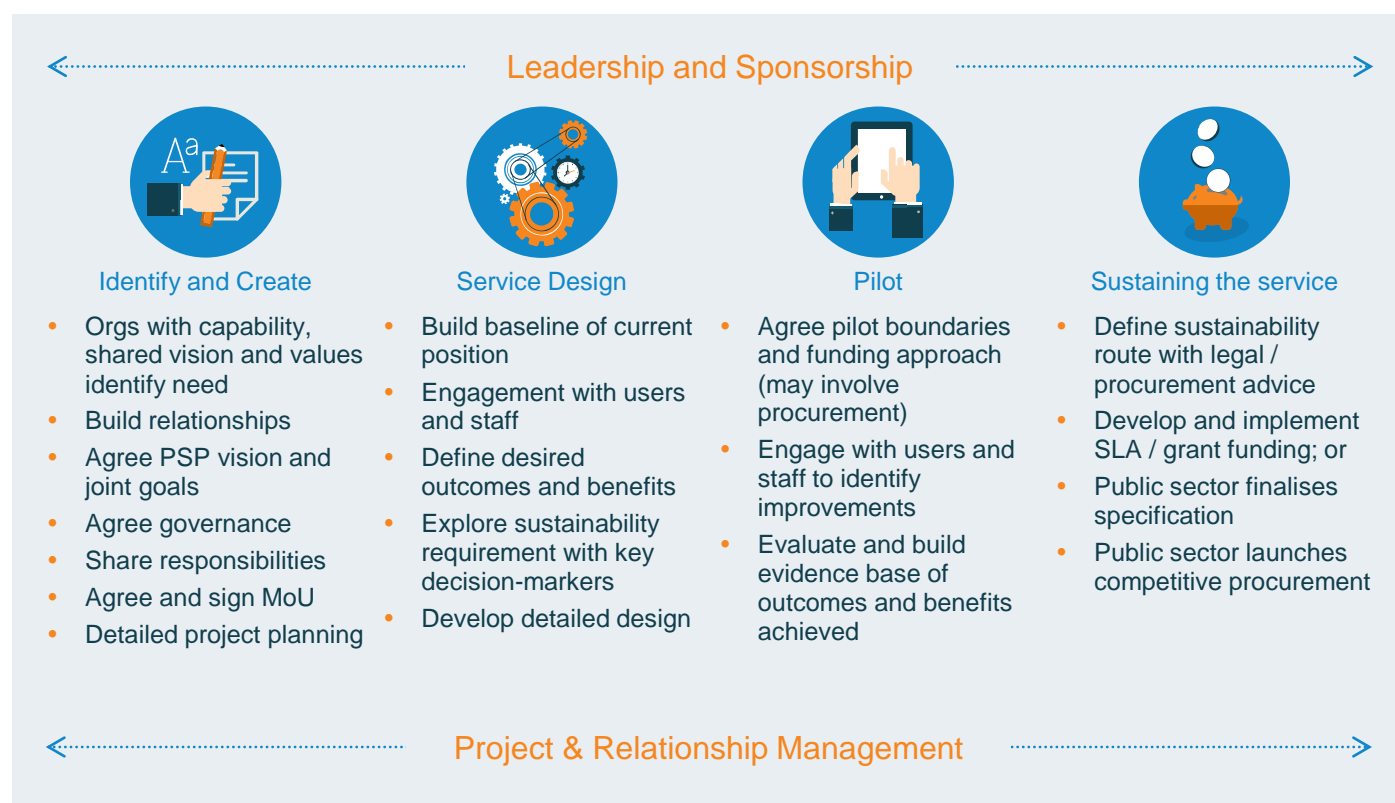
Sustaining the service

Improvement options that successfully meet the agreed outcomes and have commitment from the public sector to provide mainstream funding will then be sustained by one or more public sector partners. This may involve the fair and transparent competitive tendering of a contract to deliver the new / redesigned service, but may involve grant funding.

Underpinning all stages of the model is the need for senior leadership and sponsorship along with ongoing management of the PSP. This includes project management, benefits management, relationship management and embedding social value.

Identify and Create

3.1 Introduction

This section looks more closely at the activities involved in identifying and creating a PSP, from the initial concept, to finding partner organisations, agreeing the vision for the PSP along with the scope of service design, and setting in place the governance and operational structure for the PSP.

Putting time and effort into this stage to ensure that productive partner dialogue and robust PSP planning is undertaken, will lay a solid foundation from which to move forward.

It is also vital that strong senior sponsorship from participating organisations is obtained at this early stage. This will ensure that the PSP has sufficient buy in to allow for continued senior support as the PSP progresses.

3.2 Triggers for Creating a PSP

As described above PSPs are voluntary partnerships involving both the public and third sectors based on a co-planning approach, concerning the joint design, piloting and then sustaining of services.
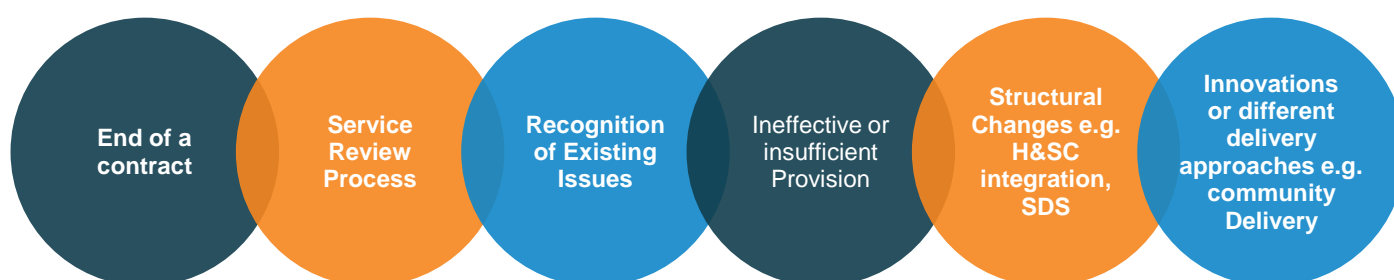
There are a number of potential 'triggers' which may lead to development of a PSP, shown below

These triggers may arise either internally, through ongoing reviews of service performance and efficiency, or externally, through the emergence of new innovations or the implementation of new legislation, for example the Public Bodies (Joint Working) Scotland Act 2014.

The trigger can emerge from either the public or third sector. Either way, what is important is that:

- Both third and public sector bodies are involved as partners in the PSP;
- At least one public sector organisation is involved who is willing to consider potential future funding of the new / redesigned service; and
- A public sector organisation is willing to take on the initial establishment of the PSP partnership.

End of a contract | Service Review Process | Recognition of Existing Issues | Ineffective or insufficient Provision | Structural Changes e.g. H&SC integration, SDS | Innovations or different delivery approaches e.g. community Delivery

3.3 Identifying Partners

The success of any PSP is determined by the quality of partners who join the partnership and the ability of partners to build relationships with one another in order to facilitate joint working and maximise the potential of the project.

Therefore it is vital that the correct partners are selected to ensure the requisite skills and expertise exist within the PSP.

The selection of third sector partners by public sector authorities should be conducted in such a way that ensures fairness and transparency. This can be done in two ways:

3.3.1 Prior Information Notices

A Prior Information Notice is a published document that sets out the public authorities purchasing intentions. It does not commit the authority to a purchase but simply informs the market that such a purchase is likely to take place.

Public authorities may wish to issue such a notice requesting submissions from parties interested in working with the organisation in the design and development of services.

A standardised EU Prior Information Notice template can be found here, however this is for guidance only.

3.3.2 Working with Umbrella Organisations

This method of selecting partner organisations is less formal than issuing a Prior Information Notice. Working with representative or umbrella organisations will provide access to networks which will allow you to publish plans for your PSP and invite applications from potential partner organisations. These bodies are likely to be Third Sector Interfaces (TSIs) which exist within every local authority in Scotland, and which prospective PSPs should be able to link in with. Indeed local authorities should have a reasonable network of providers whose support you may be able to leverage. You should look to actively engage with these organisations from an early stage to ensure that you are able to effectively use the platform to identify potential partners.

Regardless of the partner selection route followed, the content of a partner advert could include, but is not limited to, the following PSP information:

Background Put the PSP into context by providing a brief description of the challenge being faced and why there is a need for change	**Vision** What is the high level purpose and aspiration of the PSP
Aims and Objectives What the PSP is trying to achieve	**Role of the PSP** What the PSP will look like and what its responsibilities will be
PSP Structure How the PSP will be structured and where within that structure the partners will fit in	**Qualifications and Experience** What are the minimum qualifications and experience required from potential PSP partners.

3.3.3 Expressions of Interest

The advert can then be used to gather data on potential partners who express an interest in the PSP. Data required at this stage should, at a minimum, include names and contact details of interested organisations. Within the advert it is also beneficial to request attendance to information sessions or introductory workshops.

If you wish to post your advert through Public Contracts Scotland this can be accessed through http://www.publiccontractsscotland.gov.uk/

3.4 Selection Criteria and Partner Scoring

In order to ensure transparency within the selection process it is important there is a fair and open process in the selection of partner organisations.

It is highly recommended that alongside any PIN notice, scoring criteria for potential partners is developed and advertised. Such criteria may include but is not limited to:

Experience of project management	Evidence of partnership working	Experience of successfully implementing change programmes	
Sufficient resource capacity to take on the additional work required for the PSP;	In-depth experience within the sector being operated in;	Ability to engage broader organisational networks as appropriate;	Ability to manage budget on behalf of PSP / partner organisations.

Selected organisations chosen should share the same desire for service improvement, have the capability to contribute to the design process, and be willing to share risk, resources and knowledge with partner organisations. Care should also be taken to ensure that the selection process enables smaller niche providers to participate alongside larger providers. Although a specific aim of the PSP model is to promote the growth and capability of third sector organisations, SMEs and other private sector organisations can and should be involved in the design process if they have skills and knowledge which can add significant value to the partnership.

3.5 Agreeing a Lead Partner

Once partners have been identified the next stage is to nominate a lead partner organisation who will have the responsibility of driving the project forward and ensuring that support for the PSP amongst partner organisations is maintained. This should ideally be carried out during the Introductory Workshop held at the formation of the PSP (see 3.7 below for more detail).

It is important that the lead organisation has the support of other PSP partners along with both the capacity and capability to take on such a role.

You may wish to consider asking PSP providers to nominate themselves as potential lead organisations based on pre-determined criteria. The final decision can then be made by the remaining PSP partners in the form of a secret ballot or through selection by the lead public sector authority based on the scoring mechanism outlined above.

BACK

3.6 Gaining Senior Sponsorship for the PSP

To ensure that a PSP can be successful it is vital that it has full support from a senior sponsor within the public sector organisation and that this support can be properly evidenced. This should include written confirmation from a sponsor at Director Level or above. Alternatively, you could ensure that commitment to the PSP is written into departmental strategies within the public sector body.

In addition to the above, the Memorandum of Understanding (see 2.12) created by the PSP as part of its governance, should be signed by an individual at Director level or above

within each of the partner organisations as further evidence of each partner organisation's commitment to the PSP.

In order to obtain sponsorship it is important that you have a clear and concise vision for your PSP and participants are able to clearly articulate the benefits your PSP will bring about.

Details as to how to construct a Memorandum of Understanding are provided in more detail within this guide within section 3.12.

3.7 Holding an Introductory Workshop

Following the successful selection of PSP partners it is important to hold a kick off workshop between partner

organisations. Ideally this should take place as soon as possible following partner selection and has 3 key aims:

| Agree an overall vision for the partnership | Determine initial key outcomes | Build relationships between partners | Create open and honest lines of communication |

At this stage the overall vision of the partnership should remain at a high level and should outline what the PSP is trying to achieve. Further details as to how this vision should

be achieved can then be addressed at subsequent workshops as part of an overall planning process.

3.8 Goal Setting

It is expected that each organisation working within the partnership will have their own aims to achieve through participation in the PSP process whether this is knowledge transfer, skills development or eventual delivery of the newly designed service. A PSP can accommodate such aims as long as they do not prevent the overarching goals of the partnership from being achieved.

As such, appropriate time should be allocated at the outset to discussing and agreeing joint goals for the partnership.

When planning the goals of the PSP you should ensure that each of your agreed outcomes is a 'SMART' goal and meets the five criteria outlined below:

Specific

Goals should identify what you want to accomplish and be broken down into specific deliverables.

Achievable

Goals should be challenging but achievable given the timeframe and capacity of your PSP. These goals should also be agreed upon by all partner organisations.

Measurable

The success of the goal should be quantifiable and easily measured. Not only does this help you track progress towards your goals during the life of the PSP but it also allows them to be embedded into the benefits management process of the PSP, which in turn will help to create strong evidence for sustaining the service and attracting future funding.

Relevant

The goals which are agreed should be relevant and work towards the overarching vision agreed by PSP members at the inception of the project.

Timely

Goals should all have a time constraint associated with them based on when they will be achieved. This is often the predefined end point of the PSP.
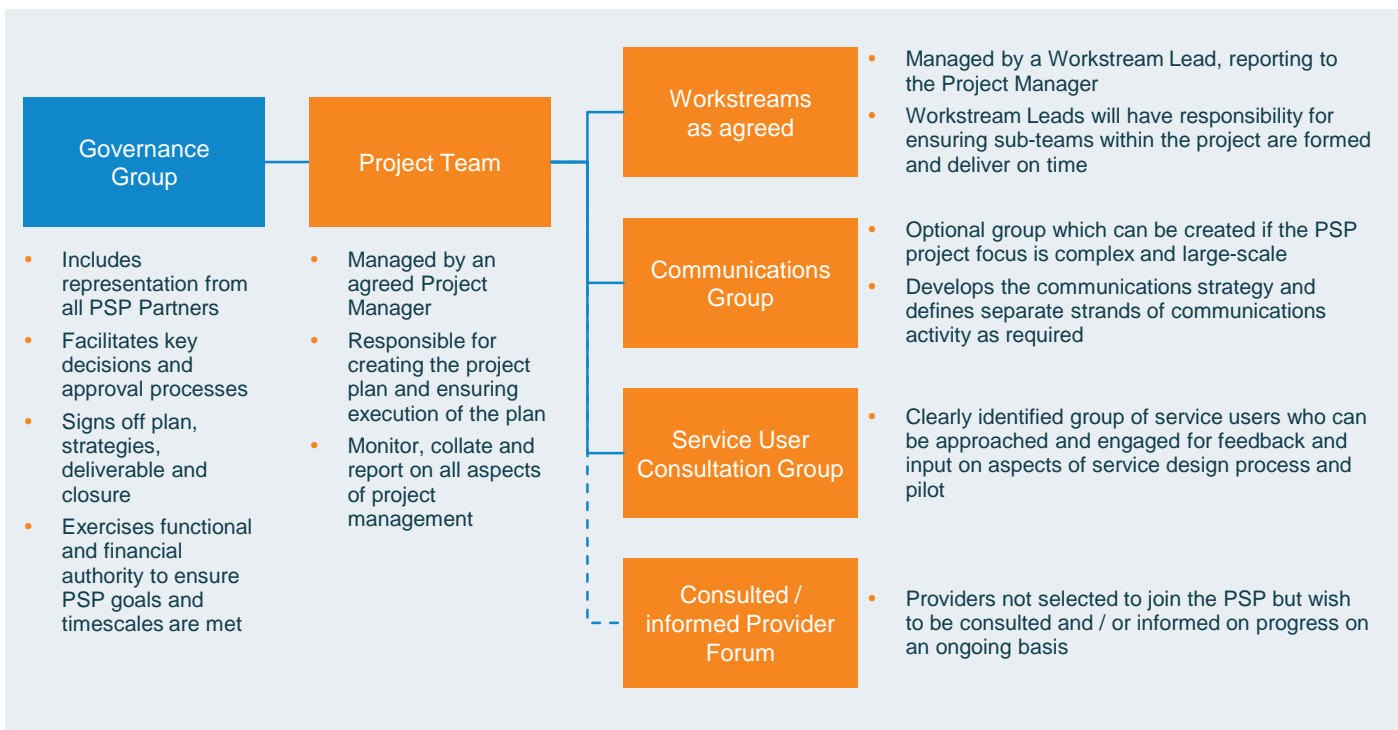
3.9 Governance

In order to ensure the smooth operation of the PSP it is important that the partnership has a robust governance structure in place.

Below highlights a typical PSP organisational structure that has been effective in past PSP implementations. Please see the accompanying guide on 'Roles, Responsibilities and Structures in Public Social Partnerships', which can be found here, for further information on the expected activities to be undertaken by each group outlined below.

These Governance arrangements and agreed partnership goals should be documented within the Memorandum of Understanding signed by all applicable parties. Further information on drafting a Memorandum of Understanding is available in section 3.12.

Governance Group
- Includes representation from all PSP Partners
- Facilitates key decisions and approval processes
- Signs off plan, strategies, deliverable and closure
- Exercises functional and financial authority to ensure PSP goals and timescales are met

Project Team
- Managed by an agreed Project Manager
- Responsible for creating the project plan and ensuring execution of the plan
- Monitor, collate and report on all aspects of project management

Workstreams as agreed
- Managed by a Workstream Lead, reporting to the Project Manager
- Workstream Leads will have responsibility for ensuring sub-teams within the project are formed and deliver on time

Communications Group
- Optional group which can be created if the PSP project focus is complex and large-scale
- Develops the communications strategy and defines separate strands of communications activity as required

Service User Consultation Group
- Clearly identified group of service users who can be approached and engaged for feedback and input on aspects of service design process and pilot

Consulted / informed Provider Forum
- Providers not selected to join the PSP but wish to be consulted and / or informed on progress on an ongoing basis

3.10 Stakeholder Engagement and Communication

3.10.1 Stakeholder engagement

It is important from an early stage that the PSP manages its stakeholders effectively. Undertaking an initial stakeholder mapping exercise will enable you to identify who your key stakeholders are and in turn allow you to tailor your approach to suit their needs. A typical stakeholder mapping template is provided as part of the appendix (stakeholder engagement and communication strategy template) and can be used to plot stakeholders based on their level of interest in the PSP versus their level of influence over the PSP.

The mapping exercise will then help to shape your stakeholder engagement strategy for each stakeholder and feed into your communications strategy and plan.

3.10.2 Communication

As with any change programme it is important that there is a clear and coherent communications plan in place to ensure that key stakeholders are kept informed of progress being made and are aware of any impending changes which may affect them.

The communications plan developed should mirror the stages of the PSP model and link in with the PSP's stakeholder analysis. The plan should identify the method of communication and the audience the communication is designed for. In addition to this you should plan what the key messages of your communications will be, the action required by the audience and who within the PSP will be responsible for delivering communications.

Ready for Business has developed a template to assist PSPs with developing their PSP communications plan which can be found in the appendix.

3.11 Roles and Responsibilities

Given the scale and complexity of many PSPs it is essential that roles and responsibilities of individuals and partner organisations are clearly defined. This is to ensure that the PSP itself and the related activities it undertakes are effectively managed.

No two PSPs are the same and the level of resource required to ensure continued success will be different for each PSP. Each partnership should carefully analyse the resource requirements of the project before identifying the roles required in order for it to successfully achieve its goals.

Below is a list of potential roles and responsibilities that should be considered. This is by no means an exhaustive list nor are each of these roles compulsory. This list instead serves to act as a starting point for consideration as you develop your PSP.

Senior Sponsor in each organisation to ensure full buy in and support.	Project Manager to lead ongoing delivery of the partnership and project.	Service Design / Workstream Leads with responsibility for specific work packages.
Procurement Representative (public sector specific – if a procurement route is taken) to ensure that the procurement team(s) within the procuring public sector partner(s) are kept up to date with progress being made by the PSP and can advise as appropriate.	Sustainability Lead to focus on defining public sector partner (Local Authorities, NHS etc) requirements for agreement to fund the PSP following a successful pilot.	Facilitators as an optional role where resources allow, to bring views together to achieve agreement, overcoming organisational-specific points of view to support achievement of the common PSP goal.
Communications lead to lead on development of communications strategy and underlying communications plans for the PSP.	Analyst to support workstreams define data requirements and analyse necessary data.	Administrative Support to provide relevant support with the administration of the project and partnership.

3.12 Memorandum of Understanding

A Memorandum of Understanding (MoU) represents a multilateral agreement between partners within the PSP. The document does not represent a legally binding agreement between parties, its purpose is instead to formalise an agreed way of working between partners and indicates how each party within the PSP will contribute their efforts and resources towards the PSP.

The MoU will incorporate much of the work undertaken in the key elements discussed above, providing a clear understanding of the purpose of the PSP and will form a basis to allow partners to work effectively together to deliver the objectives of the PSP.

The MoU should outline the following agreements made by the PSP:

Purpose and scope
Describes the purpose of the MoU and indicates the scope of the service that will be addressed during the lifecycle of the PSP.

Lead organisations participating in the PSP
Indicates who the lead partner organisations from the public and third sector are along with a description of all participating partners.

Objectives of the partnership
Outlines the aim of the PSP and provides an overview of the key objectives of the PSP.

Roles and responsibilities
Suggested roles and responsibilities are provided above in 3.11. Once agreed the key roles and responsibilities for both third and public sector partners should be included in the MoU for agreement and sign-off. This should include the roles and responsibilities associated with the governance of the PSP.

Values of the PSP
Agreeing and articulating what values the partnership as a whole will work to is important in helping to ensure that principles are adhered to throughout the life of the PSP.

Agreement on Confidentiality and Data Protection
Given that the PSP model requires different partner organisations to come together and participate in joint working, the likelihood is that PSPs partners will be required to share data, which can be of a confidential nature, with other organisations. It is therefore important that there is an agreement in place between members of the PSP as to how data will be securely shared and stored in line with Data Protection requirements. Further details and suggestions on this area can be found in the appendix.

Funding of the PSP
Outlines how the PSP will be funded, indicating what pricing arrangements will be in place regarding service provision and a commitment to ensure that resources are in place to pay providers as required.

Dispute resolution between partners
Addresses the protocols to be followed should a dispute arise amongst partners. Further detail on this matter is provided in the appendix.

Procedures to follow should a partner wish to leave the PSP
In the event that a partner requires to exit the PSP it is important to have a process agreed to ensure a smooth transition.

Amending the Memorandum of Understanding
Describes the process for making any amendments to the Memorandum of Understanding along with timescales and the necessary approvals.

Once the MoU has been constructed, it should be signed by an individual at director level or above within each of the partner organisations to confirm partner commitment to the PSP.

Ready for Business has created a MoU template for PSPs which includes standard language which can be amended to meet the needs of your PSP. This template can be found in the appendix to this document.

3.13 Project Planning

13.1 Approach

You should start with what your overall goal for the PSP is and what you are trying to achieve. This then should be broken down into things you need to achieve (milestones) in order to accomplish this goal.

- Once you have your milestones identified you are then able to apply this to your overall project timeline. Best practice for this is to define an end point for your PSP and then work backwards scheduling milestone completion dates into your plan to fit to this timescale. This should be completed at the very start of the project and will give you a summary of the overall plan and timescales required to complete your PSP.

- Review timings to ensure that you will be completing these milestones in the correct order. Here it is also important to identify interdependencies between project milestones. Milestones that rely on prior tasks to be completed before work can begin should be managed carefully as delays in interdependent milestones could impact the timescales for the rest of the project.

- You can then develop a more detailed project plan. This will include individual tasks that need to be undertaken in order for milestones to be completed. Like the high level

milestones these tasks should have a completion date associated with them. In addition to this owners should be associated to each task. These are people who should be responsible for the completion of this work.

Ready for Business has developed a project plan template to assist you with the project planning process. This can be found in the appendix of this document

3.13.2 Reporting

Highlight status reports should be submitted regularly to the governance group by the project manager. These reports form a control mechanism for the project and should highlight progress to date, key risks and issues for the programme and a summary of project schedule and budget status.

In addition to this the PSP should also be regularly reporting on KPIs defined within the Benefits Management process – see 3.14 below.

A status report template is included in the appendix of this document.

Further information as to how to identify and manage risks is detailed in section 7.3.

3.14 Benefits Management

Benefits management is the process by which planning, tracking and realisation of benefits (and / or outcomes) is facilitated within a project that involves change. Its aim is to increase the likelihood of success in delivering measurable and meaningful benefits to an organisation.

The process extends the traditional focus on project success measures and connects project outputs to the delivery of organisational benefits, strategic gains and improved performance. It does this by providing a framework to allow continual assessment of how well benefits realisation is progressing and facilitates early intervention in projects when necessary.

As the diagram below highlights benefits management should be embedded throughout the PSP process. Indeed the process should start at the inception of the PSP with

identification and creation of the PSP coinciding with the set up and creation of the partnership.

By embedding benefits management at the start of the project, PSPs will be in a better position to ensure that they are able to measure the outcomes they plan to deliver. It will enable sustainability of the PSP, allowing a strong evidence base to be built to prove that the overarching goals set out by the PSP are being met. This is vital in particular towards the end of the PSP lifecycle as the partnership moves from pilot to sustaining the service, when commissioning organisations will require an evidence base to support the redesigned service.

Further information on Benefits Management can found in the Benefits Management User Guide that can be accessed here.
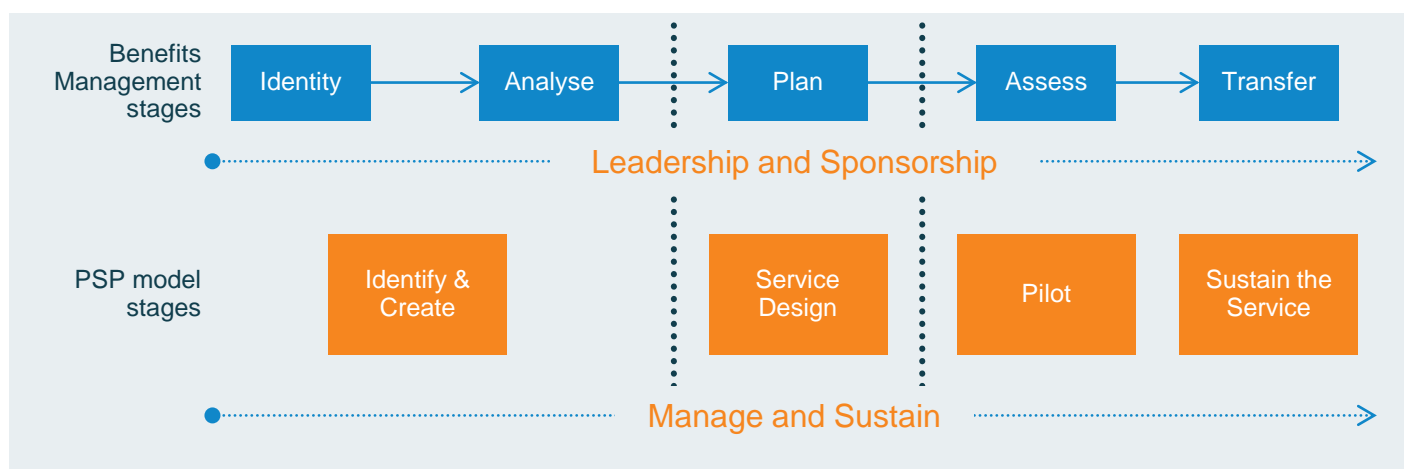
Service Design

4.1 Introduction

The Service Design section describes the activities involved in firstly assessing and describing what is currently in existence by way of service delivery and engaging key stakeholders, particularly service users, to describe their aspirations and expected outcomes from the new service.

This is followed by work to draw out and consider all of the possible improvement options and, using appropriate selection criteria, select a preferred option. This option is then taken into a more detailed design phase during which a blueprint for future service delivery is drawn up.

Emerging from this section is the outline business case,

which is the document used to present the rationale and supporting analysis for selecting the preferred future service option and highlights the proposal to take the preferred option into a pilot phase for testing. The outline business case should contain sufficient information on the time required and cost of running the pilot to allow PSP partners to make decisions on how the pilot will be funded and to seek permission from the PSP partners to proceed. Please refer to the appendix 'Procurement considerations' for more detail on funding options / considerations for the pilot stage.

4.2 Building a baseline of Current Position

This is essentially the starting point or 'as-is' situation and is used as the basis against which progress will be determined. In confirming the baseline position and to help

draw out the challenges and areas that need to be addressed, the following should be thought through:

Current processes used to deliver services

Examination of the mechanics of service delivery needs to be looked at carefully and questions posed to determine how well or efficiently processes run and where improvements could be made. For example:

- What are the processes followed in service delivery?
- How complex are the processes – are they as simple as possible and easy to work through?
- Look for any areas of duplication of effort or iterations that could be reduced.
- Are there particular areas of time delay to the smooth running of processes?
- What are the recurring blockages?

- Are there dependencies on other organisations to meet service delivery? If so how significant is the dependency and can reliance be reduced?
- Is there sufficient flexibility in the current process to meet changes to user needs?
- Highlight areas where there are potential control issues.
- Consider how accessible the processes are and if this can be improved.
- Examine how long processes take to deliver and whether time to delivery is acceptable.

Regulatory aspects

The regulatory landscape within which current services operate needs to be well understood so that any potential changes to policies, rules, directives and standards can be properly assessed in terms of applicability and risk before being introduced to future service design.

Resource deployed to deliver services

It is important to understand how much effort is required to deliver services in their current form. Staff resource typically contributes to the majority of costs involved in service delivery, therefore staff numbers, wages / salaries, shift patterns, utilisation, location, organisational structures and reporting lines all need to be captured.

Current cost of service delivery

In examining each of the areas above, all associated costs need to be pulled together to form the baseline total cost of service delivery. This will then be used to help assess viability of future service delivery options from a financial perspective.

Technology enablers

Technology advances are playing an increasingly important role in improving how services operate and as such an understanding of what is currently in use in delivering services will be crucial in deciding whether or not new or improved technology can be adopted as part of the future service design.

All of the above can be captured and analysed through various routes, for example:

Process mapping

Either through individual interviews or via group exercises, service delivery processes can be drawn out to provide a visual presentation of how a service is operated. Process maps are a good method to use to highlight areas of repetition and examine where resource effort is most concentrated. The maps also allow control points to be highlighted and indeed where controls points are missing.

Interviews and workshops

These can be carried out across a range of stakeholders, including service users and staff. Use these opportunities to look at issues currently experienced and explore the stakeholder expectations and aspirations of any re-designed service. Collecting personal experiences or case studies, especially from service users, is a great way to demonstrate the impact of change further down the line.

IT systems listing

Ensure that a complete list of IT software and hardware relevant to the service is available, along with any related contract information, including ongoing support and maintenance contracts. It is important to be fully aware of any cessation clauses when considering the use of IT related products.

Management information

Use existing reports and KPIs to examine current performance e.g. number of service users, current service user satisfaction, outcomes achieved etc. and costs associated of service delivery.

It is important that the baseline position is fully understood and documented before new services are designed so that a detailed understanding of issues and opportunities can be developed to inform the design process.

4.3 Engage Key Stakeholders and Define Outcomes

4.3.1 Service user engagement

One of the key principles of the PSP model is to ensure that services are designed around the needs of service users and ensuring that social value is embedded.

Fundamental to these goals therefore is ensuring that the PSP has service user engagement at the heart of what it does. As such it is important that the PSP agrees its principles for service user engagement from the outset - if service users are involved in the development and design of the service, then the service is more likely to meet service user needs.

Service user engagement can take a wide range of forms from focus groups to online surveys. An example user involvement guide can be found here. This is for illustration only and there are many other useful guides available.

4.3.2 Engagement of potential funders

Engagement with potential funders, and other key stakeholders, is vital to ensuring the long term sustainability of your PSP. By bringing on-board potential funders early in the process, the PSP will have the opportunity to help shape the design to meet their requirements and ensure that it is fundable in the long term.

As the design develops it is important to align its outputs with the expectations of potential funders, or those who have an influence on potential funders. It is recommended that communication points are planned in advance and set out as milestones in the project plan. Project team members and senior influencers will need to come together ahead of these milestone meetings to ensure that the key messages being presented to potential funders are accurate, coherent and joined up.

The PSP may also choose to invite a representative from all or some of these organisations to the Governance meetings to share in higher level discussions and further their understanding of the service, the PSP model and the achievements to date. Involvement at a group level will help to reduce the number of meetings and time demands on staff.

Alongside these larger gatherings, more focussed interim conversations (either one-to-one or small groups of potential funders) can take place which focus on the specific details around developing and shaping the output of the final business case.

4.3.3 Defining outcomes

Some thought will already have been given to the outcomes of the PSP during the Identify and Create stage. However,

as the PSP starts to engage with key stakeholders, this is a good point at which to confirm both user specific outcomes and any overarching outcomes relating to the PSP, prior to developing future service design.

Logic modelling is a useful tool that can be used with service users and other key stakeholders to confirm short-, medium- and long-term needs and outcomes and the associated inputs / outputs for the project. A logic model presents a visual statement of the activities that will bring about change and the outcomes that you expect to see.

In terms of overarching outcomes, the PSP may wish to link with the Scottish Government's strategic outcomes or the strategic outcomes of the supporting public sector partners. The Scottish Government strategic outcomes can be found here.

Regardless of what outcomes are agreed, what is key is that users and other key stakeholders are consulted regularly throughout this stage and beyond, to ensure that the service is being designed around their needs.

4.3.4 Embedding outcomes into benefits management

Once the short-, medium- and long-term outcomes have been identified and agreed, the measurable benefits associated with the outcomes should be developed along with a mechanism to ensure that benefits, and ultimately outcomes, are in fact being delivered through the project work of the PSP.

As stated in 3.14, benefits management is one such mechanism by which planning, tracking and realisation of benefits and outcomes is facilitated within a change project.

Further information on this is provided in more detail within the benefits management toolkit that can be accessed here.

4.4 Identify Improvement Options

4.4.1 Option identification and assessment

The understanding gained from the detailed baseline assessment along with engagement of stakeholders to confirm desired needs and outcomes will support the identification of change options.

Drawing upon the knowledge of third sector partners, and working with service users and staff, ideas for change and redesign can be proposed and scrutinised. This can be done through a series of interviews and / or workshops to gather together all the proposed improvements. It may also be worthwhile re-drawing process maps with suggested improvements to provide a visual understanding of proposed changes.

The improvement options should then be prioritised using an appropriate scoring mechanism and the final improvement option taken forward into detailed design. Please refer to the appendix for an example options appraisal template. Criteria for assessment may be developed from the following:

Whether the improvement option addresses all current issues.	The length of time to implement.	The cost of proposed improvements (this will be high level only at this early stage).	Whether the improvement option will deliver all of the benefits and outcomes agreed.	Whether the option has any knock-on effects to the delivery of other services and the positive / negative nature of these effects.

As the process is focused upon wholesale re-design, such options are expected to have significant impacts and promote radical change. This collaborative approach will ensure that all impacts of potential options will be fully understood.

Emerging from the prioritisation exercise will be the preferred improvement option, which will then be taken into detailed design.

4.5 Developing a Detailed Design

Once the preferred improvement option has been selected, further detailed design of how proposed changes will operate needs to be undertaken prior to pilot stage.

4.5.1 Future service design

By using the knowledge and experience of the organisations within the PSP, this next stage will consider the same aspects outlined in 4.2 'Building a baseline of current position', with the aim of creating a detailed model of the agreed future service. As in 4.2 aspects such as processes, resource, regulatory environment, technology and total cost all need to be considered and enough detail and instruction put in place to allow the planned service to be included in the outline business case and proposed for piloting.

4.5.2 Timescale of pilot

A key lesson that has been learned from PSPs is the criticality of allowing sufficient time for piloting a new or redesigned service. Experience has shown that the time required for piloting cannot be underestimated, particularly where medium to longer term outcomes need to be demonstrated. A minimum of a year is not an unreasonable period for piloting, with some PSPs taking much longer depending on the nature and circumstance of the service. The length of time required will have an impact on the cost of pilot and this in turn may impact how the pilot will be funded and delivered – please refer to the appendix for information on funding considerations.

4.5.3 Identifying alternative approaches to future service delivery

Once the detailed future service design is complete, and prior to finalising the outline business case, it is worth considering a number of potential alternative delivery models which may better enable the delivery of identified changes.

The experience and knowledge of third sector organisations in delivering services within local communities and in more innovative ways will be essential at this stage to supporting the investigations of alternative delivery approaches.

There are a number of possible alternatives that could be explored:

4.5.3.1 Out-sourcing through contract

One option would be to outsource the delivery of the service. This could be to a provider external to the PSP or to one or more of the PSP partners. Either way, a competitive procurement route would need to be followed and the PSP would need to be a realistic about the possibility of other non-PSP providers winning on a competitive basis.

It is important to note that such an arrangement should be bound by a contract which will detail the standards the service should deliver and subsequently detail the consequences should the provider fail to meet those agreed standards.

4.5.3.2 Joint Ventures

A new entity that is created by multiple parties which agree to pool resources and expertise to deliver the service that is being designed. Each of the participants will be responsible for any profits, losses and costs associated with the joint venture however it will remain a separate entity and apart from the other interests of the constituent members.

4.5.3.3 Mutualisation

There has been an increasing interest in the UK over the last few years in mutualisation as an innovative way of delivering better services through co-operative and employee owned providers.

Recent reports suggest that co-operative and employee owned business models can bring enhanced benefits to the providers and users of public services, including:

• Increased employee, user and community engagement

• More efficient and sustainable service delivery with better outcomes

• Improved responsiveness to customer needs

• Wider distribution of risk and reward

These business models can be highly flexible and adaptable to service provision in any sector, allowing representation from all stakeholders including services and the wider community.

4.5.3.4 Passing assets to communities

The Scottish Government have introduced the Community Empowerment (Scotland) Act, to give community bodies new rights and public sector authorities' new duties to boost community empowerment and engagement. Community empowerment aims to encourage communities to do things for themselves and to allow people in the community to have their say in the planning and delivery of services.

This is an option that aims to promote better outcomes for communities and is worthwhile exploring in terms of ensuring the longer term sustainability of the project.

The options outlined above provide a broad range of alternative approaches to delivery however we do not advocate or recommend any particular option. The correct approach will be very much dependent on the circumstances surrounding the PSP and the service you will be delivering.

4.5.4 Outline business case developed and signed off

Once the PSP is satisfied with the design of the future service it is important that a compelling outline business case is produced to allow the project to move into the pilot stage.

The outline business case captures the reasoning for initiating the project, along with the PSP journey so far, and seeks permission from the PSP partners to move into pilot. Building on the work done in the previous steps, the outline business case should cover the following:

Rationale and objectives	Options
Explain the rationale for the PSP and its project and describe the project objectives.	Explain the options considered in terms of improvement opportunities and the impact each would have, including the 'do nothing' option.
Costs and benefits	**Risk assessment**
Provide the full costs and benefits of each option in in relation to the piloting of those options. In addition to the costs of running the pilot e.g. staff, equipment, property rental, IT etc., other costs such as the use of an external evaluator need to be considered and included. Ensure that any assumptions made in relation to costs are clearly stated.	Provide a risk assessment for each option ensuring that all risks have been considered and a mitigation plan is in place.
Preferred option	**Pilot plan**
Describe the process gone through, along with selection criteria, to arrive at the preferred improvement option.	Detail the next steps required to take the preferred improvement option into pilot stage.

The completed outline business case should be circulated amongst the PSP's partners for sign-off and agreement to proceed into the next stage of piloting the improvement option.

Section 5

Pilot
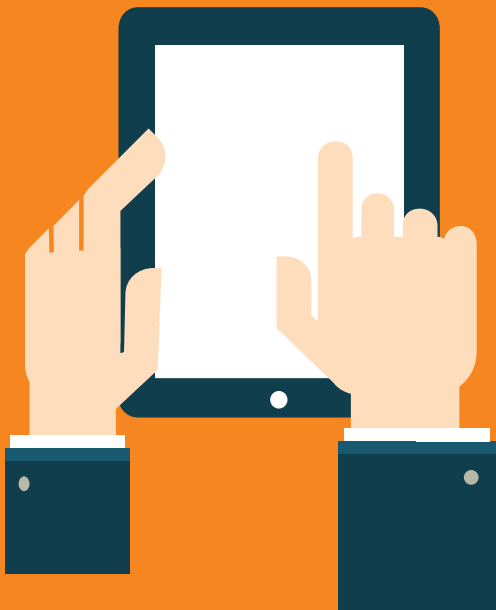
5.1 Introduction

The purpose of a pilot is to allow the PSP to review, refine and evaluate the newly designed service in a 'safe' environment to ensure the proposed service operates effectively and to identify and implement required improvement. The pilot provides time to ensure that the proposed service works before moving towards sustaining the service in the longer term.

This section considers the main activities of:

Developing the pilot	Running the pilot	Business case construction
During which procurement / funding considerations, service evaluation and planning are undertaken	To allow appropriate improvements to be made based on stakeholder feedback and during which testing is done to determine the longer term viability of the service	The final business case is completed incorporating results from the pilot phase and highlighting the case for future funding of the service

5.2 Developing a Pilot

5.2.1 Procurement considerations

The approach to piloting the service will be defined following sign-off on the agreed new model. The first aspect to consider is whether or not procurement legislation applies to the pilot. This will of course depend on the amount of funding required to finance the pilot and the route taken to obtain that funding.

Guidance on procurement considerations for both the pilot stage and for sustaining the service in the longer term are provided in the appendix.

5.2.2 Service evaluation considerations

Although not mandatory, the engagement of an external organisation to undertake a formal evaluation of the service during the pilot period can be extremely useful in helping to build in robust progress measures and gather evidence of success that can be used in the final business case to present the argument for long term sustainability of the service with future funders. External evaluation is particularly useful when a completely new service is being tested as no existing measures will be in place.

If a decision is taken to use an external evaluator, it is important to engage the evaluator as early as possible in the pilot planning process as their approach to evaluation along with their data and KPI requirements will significantly impact on planned activities and data gathering.

If an external evaluator is not used, the project team must give careful consideration during pilot planning as to how the service will be assessed and evidence presented. A robust evaluation framework will need to be created and implemented.

Evaluation is discussed further in section 6 as part of Sustaining the Service.

5.2.3 Detailed pilot plan

A common issue for PSPs is the relaxing of planning once pilot go-live has occurred. It is key to ensure planning continues and a pilot plan is put in place, which is reviewed regularly and adhered to throughout the pilot process. The plan for the pilot stage should focus on a few key areas:

Resource

Map out what resource is required throughout the duration of the pilot along with scheduling of resource and key activities. Ensure that all PSP partners are committed to providing that resource if required.

Service user consultation

A critical element of the PSP model is to engage users at each stage. This is particularly relevant in the pilot stage during which service needs can change, particularly over time in line with local demographic pressures and new political insight. It is key to review and reflect on these through structured and scheduled service user consultation as per the project plan. It is also important to soft test any potential service changes during the service user consultation sessions.

Communication

Various stakeholders will require some form of communication during the pilot phase and an appropriate communication plan needs to be developed or incorporated into the existing PSP communication plan to ensure this happens. The question over future sustainability of the service will emerge more and more as the pilot progresses and therefore communication with relevant future funders is of particular importance during the pilot stage.

Service evolution / improvement options

Ensure that mechanisms are in place to capture any changes to the way in which the service is delivered, ensuring that improvements are documented and built in.

Service evaluation

As discussed previously, measures need to be designed to evaluate the effectiveness of the service and KPIs, data and information collated to demonstrate that evaluation, along with the feasibility of the service in the long term.

Build evidence base

Along with evaluation measures, evidence such as case studies / anecdotal evidence should be collated to support the final business case.

Service costs

Costs may change overtime against the original anticipated service costs and therefore a robust financial model needs to be in place to capture costs relating to the final service model.

Risks and issues

Ensure that prior to commencing pilot, a risk assessment is undertaken of the pilot stage and mitigating actions are put in place.

5.3 Running the Pilot

Once the pilot is up and running, it is important that regular reviews and updating of the plan occurs. The activities mapped out in the plan should be followed to ensure appropriate feedback from users and other stakeholders is captured to allow service refinements to be made, and information is gathered systematically through the evaluation framework over the life of the pilot phase to build towards a final business case.

Experience has shown that PSPs have found that moving quickly towards a structured and common reporting format has been beneficial, with regular reports flowing up to the Governance Group to enable them to provide strategic direction and resolve operational and strategic issues.

It is useful to focus not only on some of the softer aspects of reporting such as general progress, but also ensure that numerical aspects of the PSP are highlighted such as spend, referrals, outcomes, KPIs etc.

The benefits management process set up at the beginning of the PSP should be used to track progress against expected benefits and will inform much of the reporting for the PSP and the Governance Group.

5.4 Develop Full Business Case

As the pilot progresses and increasing evidence is gathered on the feasibility of the service and the benefits that it will deliver, the outline business case needs to be updated with sufficient detail to translate it into a full business case.

The document should allow you to move from an outlined position established at the start of the PSP to a full business case that provides a detailed description of the service that you would like to deliver, which is based upon the testing and lessons learned from the pilot phase and data gathered through your benefits management approach. The business case is used to clearly articulate the case for funding.

In terms of presentation, the business case builds on the format of the outline business case, explaining the rationale, objectives, scope etc. and the processes gone through to date to arrive at the pilot stage. The business case is then supplemented with much more detail emerging from the pilot stage and should expand on the following key aspects of information:

Final proposed service model

An updated description of the proposed service model should be provided incorporating all the changes and improvements made during the pilot phase.

Benefits and outcomes

Any benefits and outcomes relating to the preferred service model should be highlighted. If further work is still to be done in this area, evidence of progress to date should be given along with the plan to continue benefits realisation once the service is implemented and in a business as usual state.

Evaluation findings

The results of the service evaluation should be articulated, referencing the full evaluation report if one has been constructed. The key tests and KPIs used to demonstrate assessment should be highlighted and explained.

Financial analysis and resource requirements

An updated financial analysis and associated resources required to run the service needs to be provided as part of the final business case along with any relevant financial savings.

Summary of recommendations

This section covers the overall conclusion of the information provided and should highlight the key features of sections which are relevant to the decision making process. It should make a clear, concise recommendation to the reader as to what decision is being sought.

Once the business case is complete it then becomes the key document that the PSP will use to secure funding for the proposed service.

Sustaining the Service

6.1 Introduction

Sustaining the Service is concerned with the activities to be considered when determining how the future service will be funded, whether that is ultimately through a procurement route or through other routes such as grant funding.

Although this section sits as section 6 within this guide, sustainability of the service is a critical aspect of the PSP

model and needs to be considered from the very early stages of the PSP.

The key activities in Sustaining the Service are highlighted below but if you require further information, Ready for Business has developed a Sustainability Toolkit and supporting Sustainability Resource Pack.

6.2 Develop a Sustainability Plan

Throughout the development of the service design, pilot and business case it is critical that you are proactively engaging with, discussing and seeking feedback from your beneficiaries to ensure that the service developed and final business case produced meet with their expectations and thus provide evidence for your future funding request.

Achieving sustainability for the PSP will be an active exercise and will require significant input from the partnership for success. To this end it is crucial that sustainability is planned for to ensure that it is both effective and successful.

A sustainability plan can either be a separate plan which your evaluation partner is tasked with driving or can be part of the overall project plan. It is useful to ensure that the sustainability plan not only focuses on the data aspect, but also on the two way engagement and marketing of the PSP to funders.

Experience has shown that the sustainability plan should be owned and delivered by the senior members of the Governance Group. This will ensure that a strategic focus is brought to bear and conversations are being undertaken at the right senior level with future funder organisations.

There are four main areas that need to be considered when developing a sustainability plan:

6.2.1 Service evaluation

As discussed in section 5 Pilot, to help ensure that the PSP is delivering the requirements of future funders you should consider undertaking an evaluation exercise of your service.

This involves regular reporting, meetings and discussions surrounding emerging evidence and ensuring that the evidence is representative of the outcomes that the funders expect to see. This is very important as the services provided will need to meet funders' expectations to have a chance of gaining financial support. It will also be important to link the evaluation findings to the other workstreams in sustainability planning. Evaluation results may change the marketing strategy, how you interact with future funders and whether the service goes to public procurement or is re-commissioned through grant funding.

It will be important to engage with potential evaluators early in the process so that a rigorous assessment can be performed to select the best evaluator for the PSP, and to hold conversations to shape the evaluation. The earlier that this process begins, the larger the evidence base for the business case. Any evaluation will ideally be conducted over a minimum of 12 months where possible.

6.2.2 Identifying, engaging and committing future funder(s)

It is important that PSPs are able to think long term and understand where long term funding will be coming from to ensure that the services developed can continue beyond the life of the PSP.

It is essential therefore to engage with all future funders as early as possible to ensure that they understand and buy-in to the PSP and the work that you are undertaking.

In addition to this it is also key to identify target budget areas and allocations and to understand whether a particular funder has any scope for investment or whether all spend has already been committed, so that funders can be prioritised.

This is especially important where short timescales are involved. It is important to set-up meetings and pitches to funders to formalise the process and stress the importance of the PSP to the achievement of their departmental and organisational outcomes, as these conversations will help funders engage fully with the process. These meetings should commence well in advance of any budget setting cycles if funding is being sought for the following financial year.

You should look to use the PSP's network and take advantage of any contacts that PSP members have with individuals in senior positions to ensure that the PSP is effectively and actively engaging with future funding sources. It may also be helpful to invite some influential senior staff from potential funders to sit on the PSP's steering / governance group to ensure they fully understand the services provided and the benefits whilst taking an active role in shaping the service and contributing to key decisions.

6.2.3 Marketing and communications

Having a good marketing and communication plan is your guide to successfully promoting the PSP. The plan will help you tackle questions such as: how will you position the PSP service in the market? How will you differentiate the service from potential competitors? How will you reach out to your funders? What are your key 'selling' messages? Where and when will you promote the service? All of these are important questions that you need to be able to answer to help sustain the service.

In addition a good marketing and communication plan will help you ensure that you are using your resources and output from service design and pilot effectively. Building a bank of PR material e.g. news bulletins, newsletters, case studies etc. is extremely useful and can be undertaken from the early stages of the PSP, supplemented with growing evidence as the pilot progresses.

A communication plan reflecting assessment of who your funders may be and how / when to communicate with them will be essential in ensuring that the right message is delivered at the right time and place.

6.2.4 Procurement / Grant funding considerations

Whether a procurement or grant funding route is chosen by the public sector at the end of the pilot stage, it is important to plan for either route to ensure that sufficient time and resource is available.

If a procurement route is chosen, a range of activities and considerations need to be taken into account. It is important for third sector participants to fully understand the end to end process and associated timescales for any competitive tendering process they may be involved in and to build appropriate activities into the sustainability plan.

The Scottish Government procurement website provides more information on public sector procurement processes here: Scottish Government Procurement Journey.

Ready for Business have provided information on procurement consideration which can be found in the appendix.

Ongoing PSP management

7.1 Introduction

Throughout the life of the PSP there are various tools, methods and meetings that should be embedded and used on an ongoing basis to ensure successful management of the PSP.

Each PSP will develop what is appropriate for them and these will evolve as the PSP progresses. We have highlighted below a number of PSP management activities that should be considered and maintained over the PSP lifecycle.

7.2 Regular management meetings

It is vital that partners, stakeholders and other interested parties in the PSP are able to come together at regular meetings in order to discuss progress, raise issues within the programme and to unblock problems that have arisen.

The frequency of these meetings is entirely dependent on each PSP's individual requirements. As a rule of thumb however we recommend the following:

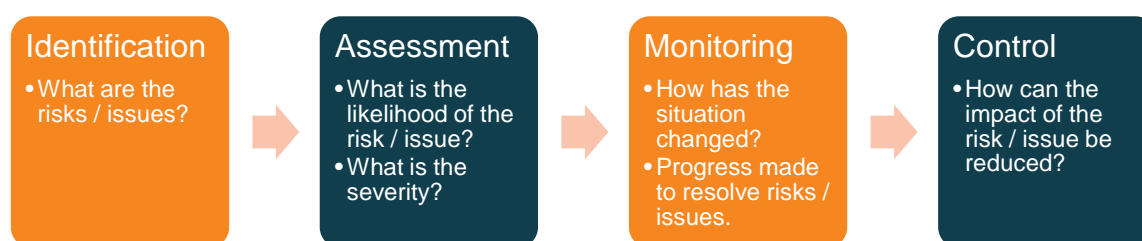| Governance meetings	Operational meetings
Once a quarter, with senior level representatives of each of the PSP partner organisations.	These will be more frequent in the beginning – perhaps every 2 weeks but can move to a monthly / bi-monthly timetable as required once the PSP is up and running and focused around workstream activity.

7.3 Effective management of risks and issues

Any project is likely to face risks and issues that have the potential to delay or disrupt progress. A risk is an event that may happen that will have a negative impact on the progress on the project. These can be planned for and based on the impact the risk will have, can be accepted or mitigated against to reduce the possibility of it occurring. An issue is something that has happened. This may have stemmed from a risk and is something that needs to be addressed and remedied if possible.

It is therefore vital that these are reviewed and managed on a continuous basis throughout the project lifecycle. The Risk / Issue Management Process contains 4 distinct stages.

Identification	Assessment	Monitoring	Control
•What are the risks / issues?	•What is the likelihood of the risk / issue? •What is the severity?	•How has the situation changed? •Progress made to resolve risks / issues.	•How can the impact of the risk / issue be reduced?

Reporting	Measurement
Each PSP should keep an up-to-date risk and issue log which should complement the project status reports. This log should list all past and outstanding risks and issues with detailed descriptions and dedicated owners. Moreover the log should also look to allocate actions to each of these owners which should be undertaken in order to mitigate against risks and resolve issues. In addition to this there should be an estimated resolution date and measurement of the risk based on its severity.	Both risks and issues should be ranked based on the probability of their occurrence and the potential impact it will have on the overall deliverability of the programme. A good idea is to develop a scoring system. For example you could rank the probability of the risk / issue occurring on a scale from 1–5 with 1 being the risk / issue is very unlikely to occur to 5 being the risk is almost certain to occur.

To assist you with measuring and tracking Risks and Issues, Ready for Business has developed a RAID log template which is included within the appendix of this document.

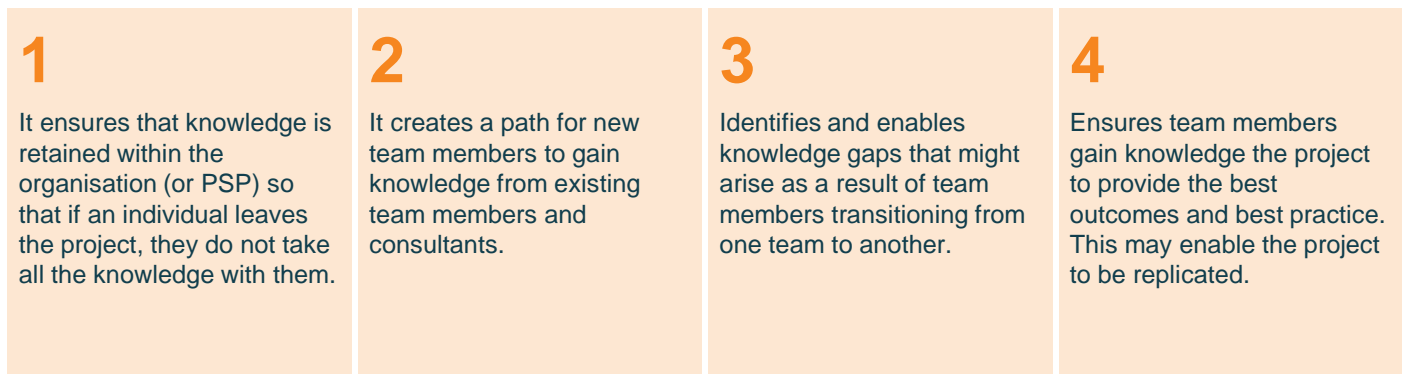## 7.4 Implementing a knowledge transfer strategy

One of the significant benefits of PSPs is that of knowledge sharing and joint learning between partner organisations. As such it is important that the PSP embarks on a Knowledge Transfer Process to ensure that the capability of PSP partners is improved throughout the duration of the PSP lifecycle.

Knowledge transfer is a structured two-way process to transfer knowledge and skills between at least (but not restricted to) two parties. Knowledge transfer can be used for many different features from governance learning to risk management.
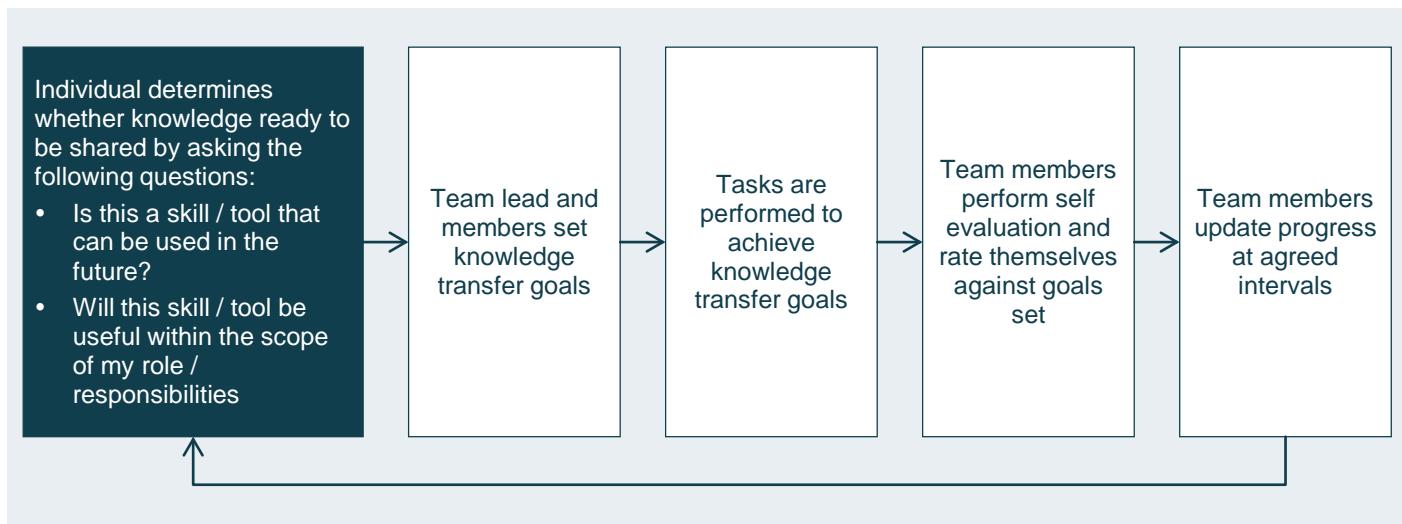
The strategy is usually implemented at a team lead level and is designed to incorporate designated team members and other representatives for deployment as appropriate.

Knowledge transfer is important for a number of reasons:

1	**2**	**3**	**4**
It ensures that knowledge is retained within the organisation (or PSP) so that if an individual leaves the project, they do not take all the knowledge with them.	It creates a path for new team members to gain knowledge from existing team members and consultants.	Identifies and enables knowledge gaps that might arise as a result of team members transitioning from one team to another.	Ensures team members gain knowledge the project to provide the best outcomes and best practice. This may enable the project to be replicated.

Documentation of this kind of knowledge transfer is important to ensure that tacit information held by organisations and individuals is transferred to explicit knowledge that the PSP can tap into going forward.

This is one example of a knowledge transfer process but should be adapted if it does not meet the needs of your organisation.

Individual determines whether knowledge ready to be shared by asking the following questions:
- Is this a skill / tool that can be used in the future?
- Will this skill / tool be useful within the scope of my role / responsibilities

→ Team lead and members set knowledge transfer goals → Tasks are performed to achieve knowledge transfer goals → Team members perform self evaluation and rate themselves against goals set → Team members update progress at agreed intervals

This process helps ensure that the knowledge that is being transferred within the partnership is relevant to the project and has assigned owners who tie their own individual progress into the success of the programme. This should increase the success of the project whilst simultaneously improving the skills and knowledge of the team members.

A full knowledge transfer strategy is provided in the appendix.

Section 8

Conclusion

8.1 Conclusion

PSPs are a vehicle for driving service delivery change to benefit service users and embedding social value in procurement. The process required in setting up and running a PSP can be time consuming and complex, requiring a project type environment to focus on designing and delivering enhanced services under time and budget constraints.

This document provides comprehensive guidance with regard to the set up and management of a PSP and how to address those challenges. It is important that each PSP is able to grasp the key concepts detailed within this document and spends sufficient time developing their PSP. This is particularly important during PSP identification and creation as a robust plan and governance structure will help to ensure future success.

Depending on circumstances, each individual PSP will be required to adapt the guidance provided to reflect their situations. This may mean undertaking additional activities or, where necessary, eliminating suggested activities that are felt unnecessary. Either way, the importance of benefits management cannot be stressed enough and should form a core tool of the PSP model.

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