

Guidance:

Roles, Responsibilities & Structures in Successful Public Social Partnerships

A guidance document to support appropriate allocation of roles and responsibilities within Public Social Partnerships

July 2013

Introduction

The Public Social Partnership (PSP) model aims to engage third sector organisations more meaningfully and effectively in the design and delivery of public services. It is based on the principle of public and third sector organisations working jointly to design new or improved public services which deliver improved outcomes for people who use services, their families and carers.

As such, PSPs involve participants from a number of groups – public sector organisations, third sector providers, and service users, families and carers. This can inevitably bring complexity to the PSP process, particularly when services under review are themselves large scale, high budget and delivered in an increasingly complex environment.

It is therefore essential that the roles and responsibilities of individuals and partner

organisations are clearly defined and understood to ensure that the partnership and related activities are appropriately managed.

This short guide outlines the roles and responsibilities which, dependent on the nature of the partnership, would be expected to be observed within a Public Social Partnership. Unless specified, these roles can be assumed by representatives of public and/or third sector partner organisations, and it is possible for individuals to occupy

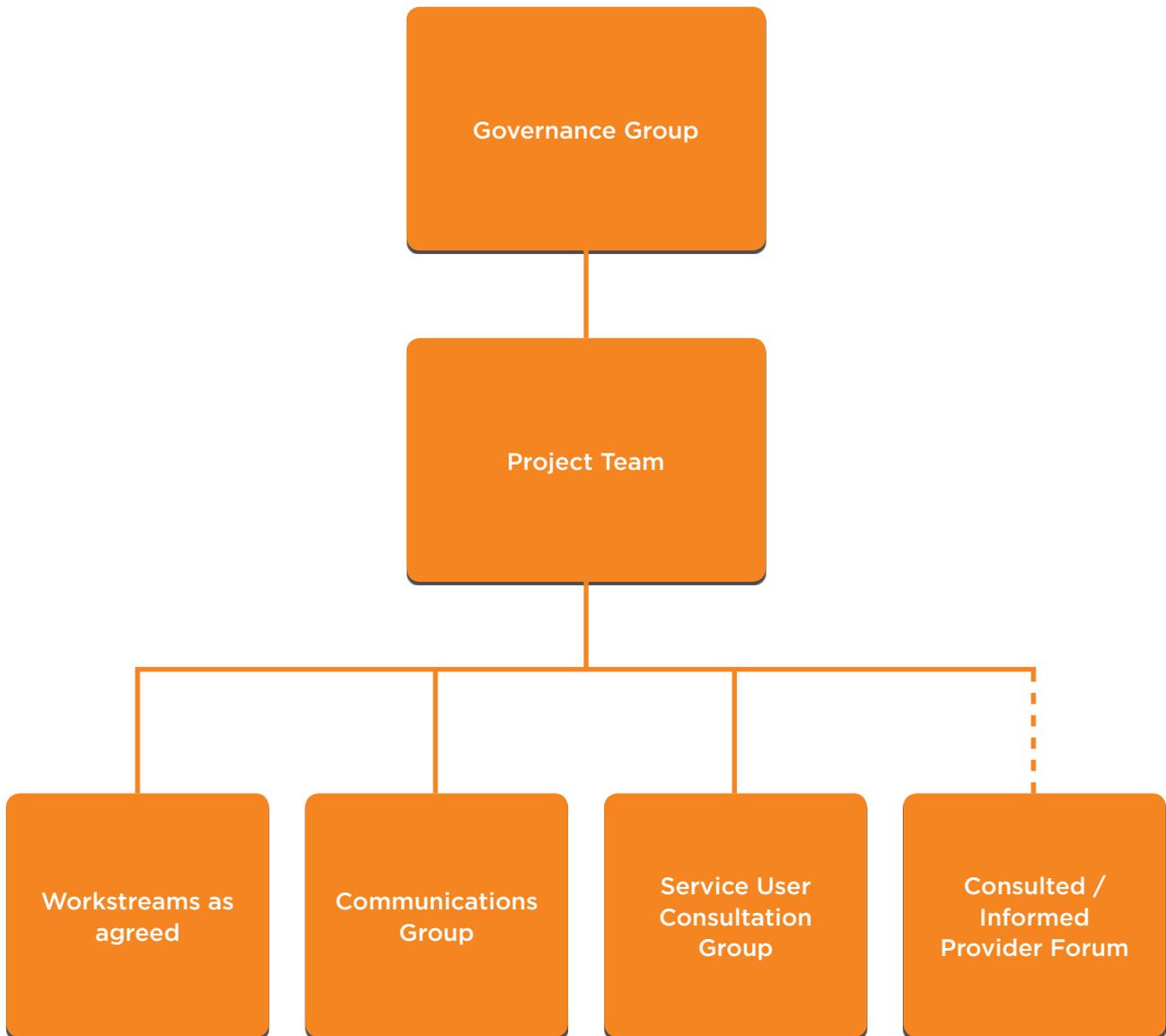
more than one role as long as they have capacity. This is to ensure equal representation and maintain the key aim of equality in Public Social Partnerships.

The roles and responsibilities described will be appropriate for most situations; however, this list is not exhaustive. Individual PSPs should review progress on an ongoing basis to ensure all necessary tasks have been identified and are being undertaken by the most appropriate role, individual or group.

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Boards & Groups - Suggested Structure



Boards & Groups - Descriptions

The diagram below provides an overview of the typical board and group formation which have proved effective in past PSP implementations.

Group Title	Job Description
Governance Group / Project Board	<ul style="list-style-type: none"> • Representation from both the Public and Third Sector partners to maintain the PSP principle of equal partnership, and allow key decisions and approval processes to be made jointly • Should also include user representation, the format of this will depend on the nature and complexity of issues faced. Where a single user attends the Governance Group/Project Board as representation of user views, this should be supported with appropriate mechanisms and groups for gathering wider input from service users, their families and carers • Other relevant stakeholders should be invited to attend the group when required e.g. staff union representatives, procurement etc. • Signs off PSP project documentation, including the Project Initiation Document, project plans and strategies • Exercises functional and financial authority to support the project • Receives reports from the project manager, monitors progress and ensures appropriate management of any slippages in timescales • Reviews risks, issues and any deviations from project plans and determines appropriate course of action based on recommendations from the project manager • Signs off project stages/deliverables and closure
Project Team	<ul style="list-style-type: none"> • Managed by the Project Manager, the PSP project team assumes responsibility for progressing the project and completing tasks which have been identified in the project plan • Split into workstreams, the number of which is defined by the scale and complexity of the project the PSP is delivering • Workstream leads will have responsibility for ensuring sub-teams within the project are formed and deliver on time and report in to the Project Manager • Progress made by the Project Team is collated and monitored by the Project Manager and is fed into the Governance Group/Project Board • Membership is shared between public and third sector representatives with key involvement from those who use services, their families and carers

Communications Group	<ul style="list-style-type: none"> • Optional group which can be created if the PSP project focus is complex and large-scale • Supports the communications lead in developing the communications strategy and defining separate strands of communications activity required • Ensures that communications plans are adhered to and completed within set timescales • Ensures all appropriate and available communication channels are being utilised effectively • Acts as a conduit and focal point for messages being issued by the PSP and for enquiries for information • Reviews communications on an ongoing basis to respond to changing circumstances • Ensures progress is shared with those organisations wishing to be kept informed or consulted on progress made by the PSP but not involved in the core project work • Shared membership between public and third sector representatives with key involvement from those who use services, their families and carers • Responsible for setting the tone and methods of service user engagement
Service User Consultation Forum	<ul style="list-style-type: none"> • It is expected that service users are integrated at every level of the PSP in the spirit of co-production • However, it can be useful to have a small clearly identified group of service users who you can approach for feedback on certain aspects of the design process • In addition the service user consultation forum can be used to deliver bespoke sections of the design of engagement process e.g. interviewing other service users to assess strengths and weaknesses of the existing service and/or any gaps in provision
Forum of Consulted / Informed Providers	<ul style="list-style-type: none"> • Those providers who were not selected to join the PSP and sign the MoU, and are therefore not involved in project activity but wish to be consulted and/or informed on progress on an ongoing basis • Are provided with key information at regular intervals by the PSP on current and anticipated activity, to ensure that the PSP process is fair and transparent and does not impair the ability of organisations external to partnership to tender for future related contracts

Individual Roles and Responsibilities – Descriptions

Group Title	Job Description
Senior Sponsor	<ul style="list-style-type: none"> • Each core PSP Partner organisation should have a Project Sponsor • Typically Director level or above, but day to day representation can be delegated • It is recommended that one partner takes a 'lead' role in the PSP, devoting a larger amount of time to attending meetings and understanding the detail of the service • Provides guidance to Project Manager • Provides leadership of PSP at Senior Management level and externally • Responsible for gaining organisational approval and signing of Memorandum of Understanding (MoU) • Supports the PSP vision and ensures it is embedded in and aligned with organisational and/or departmental strategy • Takes overall ownership and responsibility within own organisation for the business case for change developed as part of the PSP process • Directs and approves PSP governance as related to own organisation; ensuring it adheres to the principles of the PSP model • Ratifies decisions made by the Project/Partnership manager (in conjunction with partners) • Makes organisational decisions relating to the PSP which fall out with the partnership's scope • Ensures the PSP is adequately resourced by own organisation • Transparently interfaces with other senior sponsors to ensure fair governance of the PSP • Ensures the implementation of any agreed service changes within host organisation • Senior sponsors are jointly accountable for achieving the long term sustainability of the service and enabling the sustainability lead
Partnership / Project Manager	<ul style="list-style-type: none"> • Supports ongoing development of the Partnership • Manages partnership relationships to minimise and overcome issues and disputes where necessary • Creates Project Plan and develops Project Initiation Document • Analyses, reports and monitors risk and issues • Monitor progress against plans and report progress to senior management on a regular basis • Chairs project team meetings • Identifies opportunities and requirements to bring onboard new partner organisations with relevant skills and experience • Holds service design leads to account for delivery

Service Design / Workstream Lead	<ul style="list-style-type: none"> • Assumes responsibility for specific work package as allocated by the Partnership / Project manager • Undertakes detailed planning at work package level to understand activities required to meet agreed deadlines • Reports on progress to the Partnership / Project Manager • Leads team working on the specific work package • Engages with partner organisations and staff, drawing on different experiences and knowledge to understand issues and develop innovative solutions. • Identifies requirements and approaches for engaging with people who use services, their family and carers. Liaises with Communications lead to ensure that this is aligned with other workstreams to eliminate chance of duplicated effort
Communications Lead	<ul style="list-style-type: none"> • Leads on development of communications strategy and underlying communications plans for the PSP • Liaises with workstream leads to understand communications requirements and user engagement plans • Responsible for coordinating, planning and implementing engagement plans • Ensures progress is shared with those organisations wishing to be kept informed or consulted on progress made by the PSP but not involved in the core project work • Key contact for PSP-related enquiries and messages. Acts as a conduit for the PSP rather than own organisation • Reviews communications on an ongoing basis to respond to changing circumstances
Analyst	<ul style="list-style-type: none"> • Supports the individual workstreams with expertise in defining data requirements • Supports the analysis of obtained data to identify trends, opportunities and issues • Presents data and information in a meaningful way which is relevant and easy to interpret by key stakeholders – partner organisations and service users and their families and carers
Facilitators	<ul style="list-style-type: none"> • Optional role where resource allocations allow • Independent from PSP specific processes • Brings views together to achieve a shared understanding and agreement, overcoming organisational-specific points of view to support achievement of the common PSP goal • Provides facilitation support in workshop and meetings, maintaining focus on meeting the PSP objective

Sustainability Lead	<ul style="list-style-type: none"> • Focuses on defining public sector partner (Local Authorities, NHS, Criminal Justice etc) requirements for agreement to fund the PSP following a successful pilot and competitive procurement process. This will include organisational priorities and commitments which the PSP will need to reflect • Liaises with key decision makers in public sector partners to define the evidence base which the PSP process will need to develop to support above agreement • Works with Project Manager and workstream leads to define evidence gathering and analysis approach • Works with partners on an ongoing basis to address any risks or issues raised by public sector partners who will bear responsibility for funding • Manages the analyst to ensure that underpinning evidence base is assembled for: <ul style="list-style-type: none"> • Outcomes • Financial viability • Volumes/Service Metrics
Procurement Representative (public sector specific)	<ul style="list-style-type: none"> • Will 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 • Will keep up to date with the expected outputs from the PSP to inform the development of the service specification to be used at the tender stage • Builds the pilot and procurement timelines into annual procurement plans • Feeds procurement requirements into the PSP Partnership/Project manager and project team to ensure that these are addressed in a timely manner • Responsible for capturing the service specification and identifies any community benefit requirements
Administrative Support	<ul style="list-style-type: none"> • Provides relevant support with the administration of the project and partnership • Responsible for ensuring meeting dates and locations are set in a timely manner and communicated • Ensures that meeting agendas and papers are completed and issued to attendees suitably in advance of project meetings • Minutes meetings and ensures that key discussion points, actions and items of note are shared with partners



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