A six-stage approach

The Pathway process identifies six stages in the development of a public/public partnership. Good public/public partnerships often adopt an incremental approach to building a partnership and to the subsequent delivery of services. Such partnerships are constantly in a state of change and often expansion. This may require the steps not to be undertaken sequentially but as part of an overall process.

Pathway Stage 1: Identify Need/Vision

- Ensure that the programme is supported by users and stakeholders and contributes to our corporate plans and strategies.
- Identify what preconditions need to be satisfied before the project can progress and answer questions.
- There is a realistic potential for success.
- There is buy-in from key partner stakeholders.
- Ensure that key risks are identified and steps taken to manage those risks.
- Ensure that there is a management team and resources to complete the project.
- Develop the Strategic Outline Case.

This is the start up of the programme and provides assurance and support for members and chief officers that it is appropriate to our needs and to have the features necessary for a viable partnership and for Fylde and Wyre to achieve their business aims.

Pathway Stage 2: Develop Business Case

- Develop the outline business case that shows that the project meets business need, is affordable, achievable, with appropriate options explored and likely to achieve value for money.
- Refine the project into a fully thought-out form.
- Produce a detailed and realistic project plan taking the project to planned completion.
- Develop a defined project and organisation controls.
- Develop financial controls for the project, securing project management resources to take the project forward.
- Confirm funding is available for the whole project.
- Develop delivery approach.
- If the project involves procurement confirm that there is a supplier market capability with an acceptable track record.
- Decide on the project performance measures and tools to be used.
- Develop and implement quality procedures.
- Identify key processes that are time sensitive e.g. planning consents, government consents or funding approvals.

The outline business case should be developed by revisiting all the aspects of the SOC and carrying out similar steps in much more detail.

Pathway Stage 3 - Develop Implementation Strategy

- Create an implementation strategy that is robust and appropriate.
- Develop the project plan through to completion.
- Develop a governance framework that is appropriate for each partner that covers:
- Project controls
- Organisational structures
- Financial controls
- Operational performance

- Develop a funding and resource framework for the partnership
- Construct an effective delivery approach and supporting mechanisms tailored for the needs of each partner. This will include:
  - Payment mechanisms
  - Client management
  - Transition plan
  - Employee communication and liaison
  - Asset occupation/ownership/contract novation
  - Health and safety
  - Sustainability

- Confirm that all partners agree with the implementation approach in all important aspects
- Confirm that the partnership will facilitate improved service delivery and good employee relationships
- Develop appropriate project performance measures and the tools and techniques to manage performance.

Pathway Stage 4 - Establish Organisational Arrangements

- Ensure that the organisations are ready to commence the new arrangements. This entails preparing the ground for the partnership to start operating:
  - Making sure that constitutional arrangements between the partners have been prepared, agreed and any areas of potential disagreement resolved. This would include:
    - Agreement of membership of partnership board, joint committee, scrutiny teams, directors, trustees and officer reporting line
    - Accountability including budget, financial and auditing arrangements
    - Openness of arrangements.
- Review the business case from all the partners' perspectives and ensuring that it is still valid and unaffected by internal and external events or changes. This will incorporate reexamination and confirmation that the original projected business benefit is likely to be achieved.
- Develop processes and procedures to ensure long-term success of the project
- Design procedures and putting them into effect to test that new arrangements will work (e.g. joint use of buildings, business integration and user acceptance testing) to the client's satisfaction and that the procedures cover all partners and that they incorporate formal signoff when they are ready to approve implementation. This should also include, as far as possible, contingency and reversion arrangements if problems arise.
- Manage risks proactively and seeking recognition that joint working does increase the range of risks that individual partners may have. Development and implementation of appropriate risk management strategies involving management action, sharing and insurance. Risk workshops and awareness training may need to take place.
- Secure the necessary financial commitment from the partners to provide the necessary resources and that each partner is ready to implement the changes required for the services and have taken appropriate steps to recognise the business change.
- Finalise of the management and organisation controls to manage the project through implementation and into operation.
- Develop and implement of plans for training, communication, roll-out, production releases and support as required.
- Creation and implementation of client-side plans for managing the working relationship, with reporting arrangements at appropriate levels in the organisation, matched on the supply side.

**Pathway Stage 5 - Confirm, Implement and Deliver**

- Confirm that the partnership is operating as intended
- Ensure that any matters that were not dealt with during transition are dealt with
- To ensure that:
  - The service delivery transfer has been achieved and that the new arrangement is satisfactory
  - The human resources aspects of the partnership are being handled well and that any issues arising are been resolved
  - No new risk has arisen but if they have to design approaches to manage the issue

**Pathway Stage 6 – Monitor and review**

- Monitor how the partnership is working and identify what improvements can be made
- Periodically review whether the partnership is developing what it set out to achieve and whether it should be expanded, contracted, modified or terminated.