

Reimagining Third Sector Commissioning

Analysis of provider feedback on project plan

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Introduction and purpose

The transformation project implementation plan aimed to set out a vision and approach for 'Reimagining Third Sector Commissioning'. It is recognised that for any transformation to be successful, we must ensure that the vision for change is clear and shared so that we can work together to achieve a common goal.

The purpose of the consultation was to **inform** providers¹ that a plan had been drafted, and to **involve** providers in influencing the final version of the plan by giving comment on the draft content about the clarity, ambition and level of detail provided.

Feedback was extremely positive and as a result, the vision, mission, aims, and objectives set out in the plan will remain unchanged.

However, as a result of feedback, the following recommendations are made in order to strengthen the final version of the plan

- Enhance the section 'Why we need to change' by expanding on the eight key reasons already set out.
- Add a glossary to explain what is meant by key terms such as 'partners' and 'community capacity'
- To include a sentence under stakeholder engagement section to set out the intention to develop templates as part of the development of the Stakeholder Engagement Plan to support the working group to plan meaningful consultation activities and remove any barriers to participation

This feedback report will be shared with all working groups to ensure that all comments and questions can be considered in the development of the relevant workplans.

We would like to take this opportunity to thank all respondents for taking the time to consider the document and provide comment. Whilst not all feedback can be used to make specific changes to the document, all feedback is valued and has been considered in the development of the final plan.

This report summarises the feedback given and changes that will be made to the plan as a result of this feedback. Throughout this report analysis is provided as count due to the small number of respondents.

Method

Between 12th November 2021 and 3rd December 2021, we asked grant funded providers to give their views on the draft project plan.

The draft plan was circulated via an email to all grant funded providers which also contained a project update (Sway) and link to an e-form which was used to collate responses.

¹ The term 'Providers' throughout this document relates to Third Sector grant funded providers commissioned by the Fife Health & Social Care Partnership to deliver services to Adults (excluding Drug and Alcohol services)

To ensure that all providers were given opportunity to comment, the initial email was followed by another email from their Contract Link Officer to ensure that they had received the information and encourage responses.

Response

In total 18 providers gave feedback on the Reimagining Third Sector Commissioning Transformation plan. All feedback has been fully considered and has fed into the development of the final version of the plan.

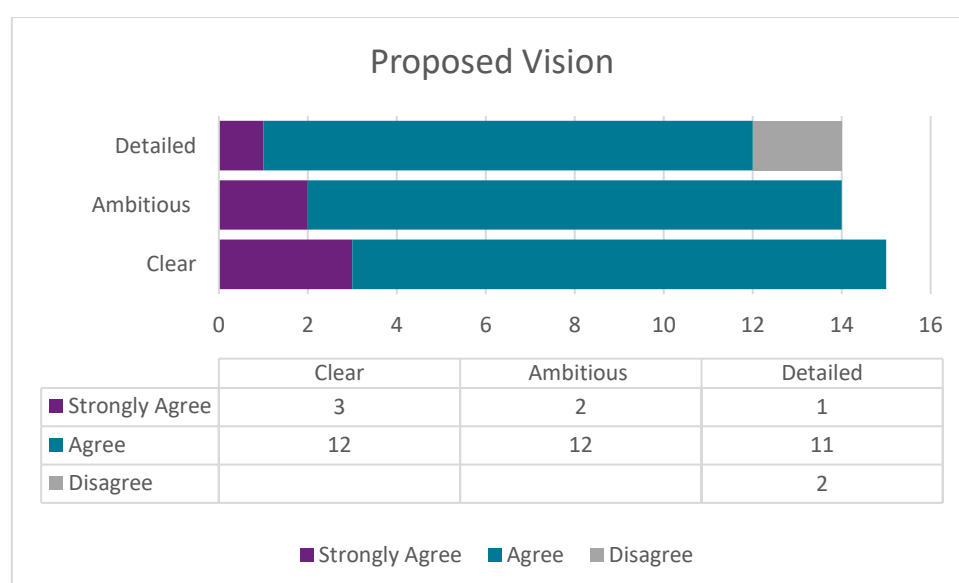
Analysis

Our proposed vision

The proposed vision statement set out in the plan was:

“To have an outcome focussed approach to commissioning which supports all partners to work effectively together to create innovative, sustainable, support solutions, aligned to strategic priorities and local needs”

All respondents agreed that the vision statement offered was clear (15/15) and ambitious (14/14), and the vast majority agreed that the statement was sufficiently detailed (12/14).



Full comments about the vision statement are shown in the Appendix and are largely positive and supportive of the plan, particularly in relation to the need to find ways to work together to deliver effective support.

There were two specific comments made in this section which led to changes in the final version of the plan as shown below.

You Said	Recommendation
Still not clear about the detailed reasons why this needs to happen	Enhance the section ‘Why we need to change’ by expanding on the eight key reasons already set out.

The vision statement is clear in its intention though could be stronger in emphasising the involvement of people who either use or need services? Whilst “partners” is referred to this can often have the connotation of only applying to professionals so it might be helpful to include wording that is more relatable for the people and communities using services.

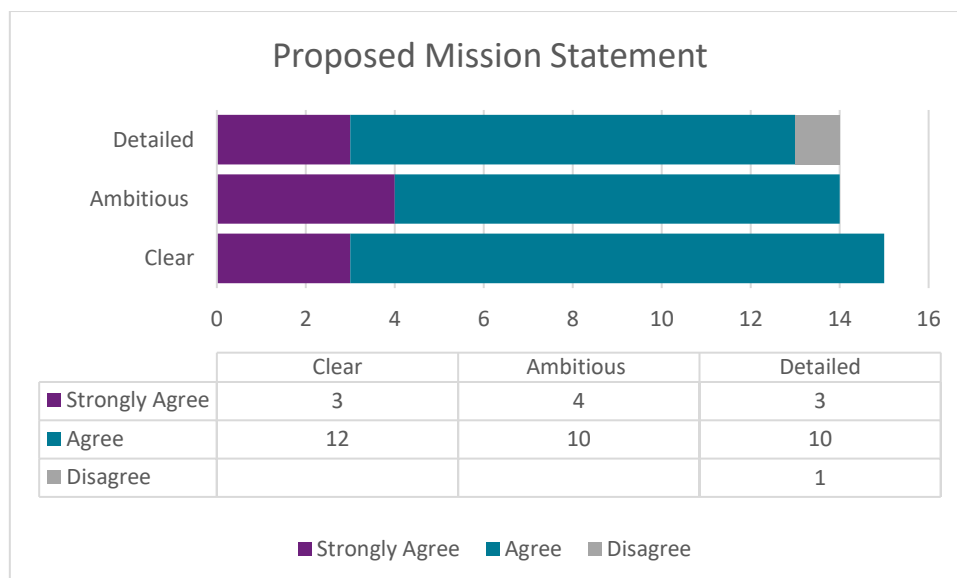
To add an explanation to clarify what is meant by ‘partners’ and a glossary to explain key terminology. Ensure use of consistent terminology in all project documents

Mission statement

Our proposed mission was:

“To transform our approach to commissioning, designing, and monitoring services to support partners, including people with lived experience of accessing services, to work effectively together to build community capacity and create sustainable, flexible solutions which enable the people of Fife to live independent and healthier lives”

Respondents were asked if they agreed or disagreed that the mission statement was clear, ambitious, and detailed. Again, the vast majority agreed with these statements and therefore our mission statement will remain unchanged from that proposed.



Respondents were asked to comment on the mission statement, full comments are shown in the Appendix. Some comments indicate that there is commitment to and, appetite for positive change, for example

The mission statement is bold and ambitious and as per vision statement is clear in its intention.

The proposed mission statement is ambitious, and very welcome. To include service users i.e. those with lived experience in decisions about their current and future support will be enabling and empowering.

Our Aims & Objectives:

The plan outlined three key workstreams which will be driven forward by three working groups. These are

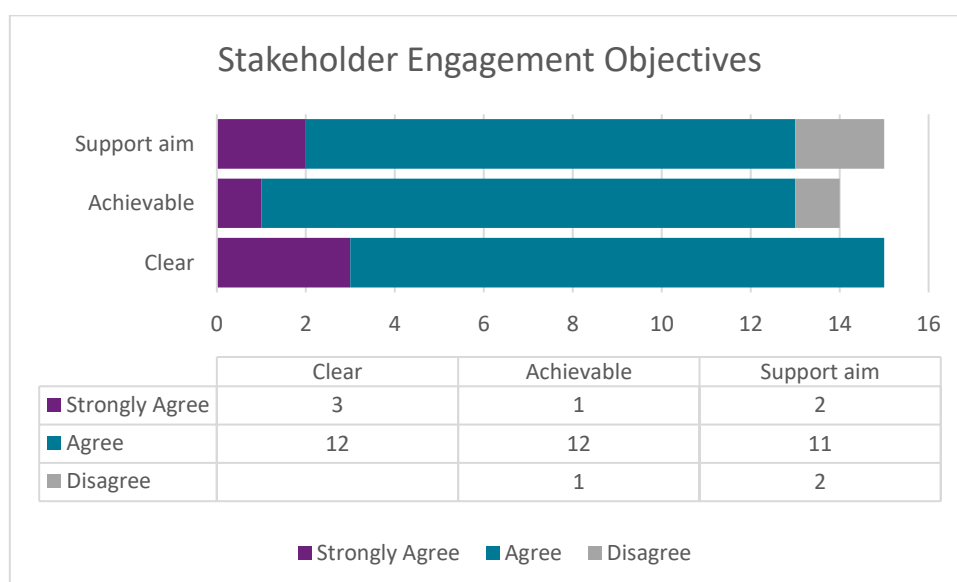
1. Stakeholder Engagement
2. Transforming Commissioning
3. Building Capacity

Each workstream has a corresponding aim and set of objectives.

The consultation sought views on the extent to which the aim for the workstream was clear, and the extent to which the objectives were clear, achievable, and supported the aim for the workstream. All comments in relation to the working groups will be carefully considered in the development of relevant workplans.

Stakeholder Engagement

All respondents agreed that the aim for this workstream was clear, and the vast majority agreed the objectives were clear, achievable, and supported the aim.



Some comments on this workstream relate to the importance of, and challenges relating to, effective stakeholder engagement. For example:

Finding ways to achieve this will be a challenge, but I am certain all professionals and service users will engage and work hard in exploring the best methods of making plans workable. Inclusion will be vital, and partnership working and effective communication should ensure that all opinions are listened to and considered.

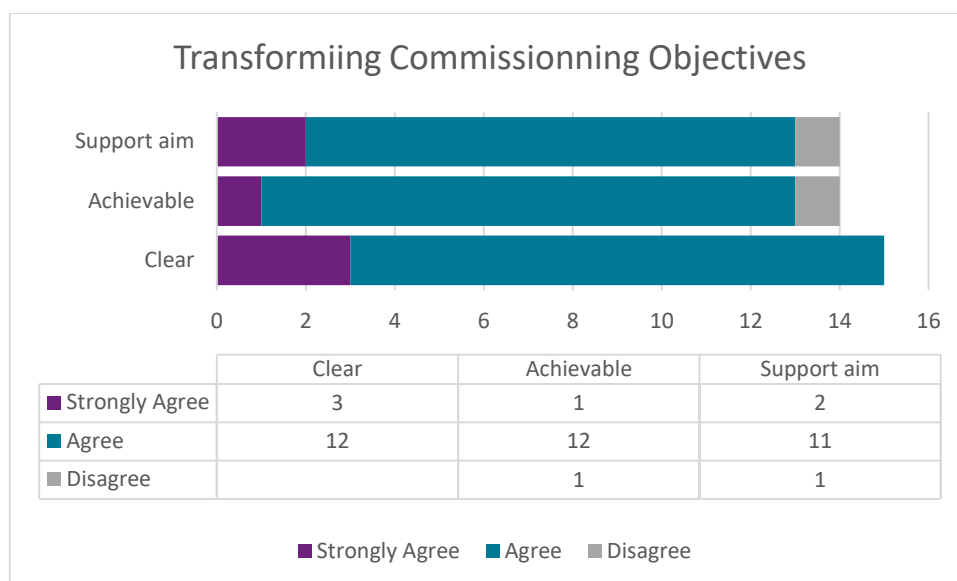
Many comments were not in relation to the project plan but were in the form of questions relating to the

You Said	Recommendation
communication plan- how will individuals receive the relevant information, will it be easily accessible and will feedback be fed back to all involved to utilise all forms of communication tools to ensure good stakeholder engagement	Design consultation planning and evaluation tools to ensure that all consultation activity planned by the working group fully considers the purpose of engagement, how barriers to participation will be reduced, the best methods of communication, and how to feedback to participants about what has happened as a result of the consultation, and also to ensure that lessons are learned. We will ensure that the Stakeholder Engagement Plan is aligned to the principles set out in Fife Participation and Engagement Strategy and aligned to the national standards set out in National Standards for Community Engagement and Planning with People guidance We will make this clear in the project plan by adding a sentence in the stakeholder engagement section. We will ensure that we consult on the stakeholder engagement plan

Full comments are shown in full in the appendix, the aim and objectives for this workstream are unchanged as a result of the positive feedback received.

Transforming Commissioning Comments

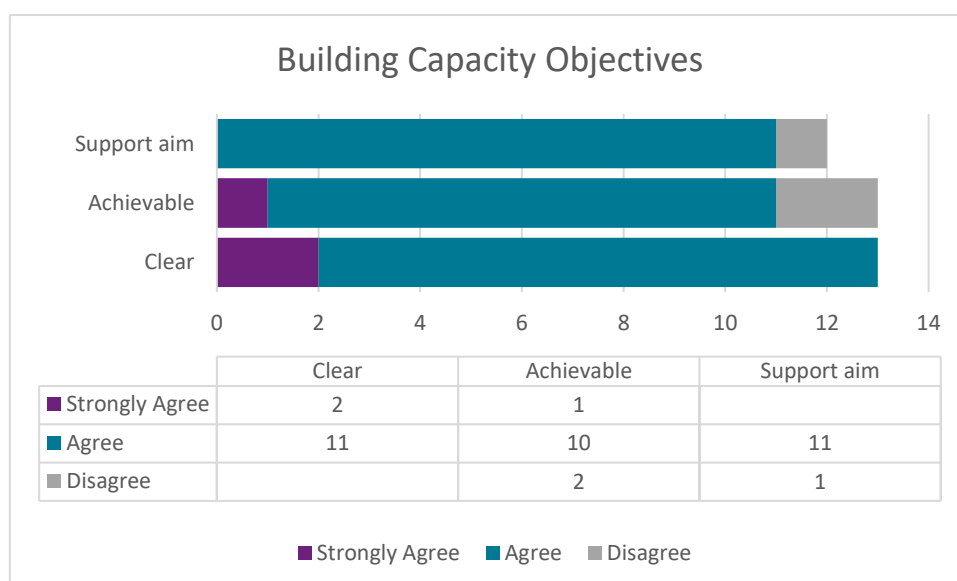
All respondents agreed that the aim of the workstream was clear. The majority agreed that the objectives were clear, achievable and support the aim for the workstream as shown below.



Comments are shown in full in the appendix, the aim and objectives for this workstream are unchanged as a result of the positive feedback received.

Building Capacity

The majority (14/15) agreed that the aim of this workstream was clear. The majority agreed that the objectives were clear, achievable, and linked to the aim as shown below.



Full comments are shown in the Appendix, most are questions relating to how the group will meet its objectives. These will be considered by the 'building capacity' working group. There will be no change recommended to the aim and objectives set out in the draft plan.

Our Approach

The plan set out an approach for undertaking an analysis of needs, gaps and alignment to strategy. Respondents were asked to give any comments that they have on the approach at this stage, comments given were supportive of the approach. For example;



We welcome the opportunity this project offers and look forward to being involved in the transformation of services across the Kingdom of Fife. The Covid19 pandemic has shown us all how important it is to be flexible and to have the ability to respond to local needs, we look forward to sharing some of what we have learned over the last 18 months.

Full comments are shown in the Appendix. The approach will evolve and form part of wider consultation as the transformation project evolves. As such no changes will be made to the project plan 'Our Approach' section at this stage.

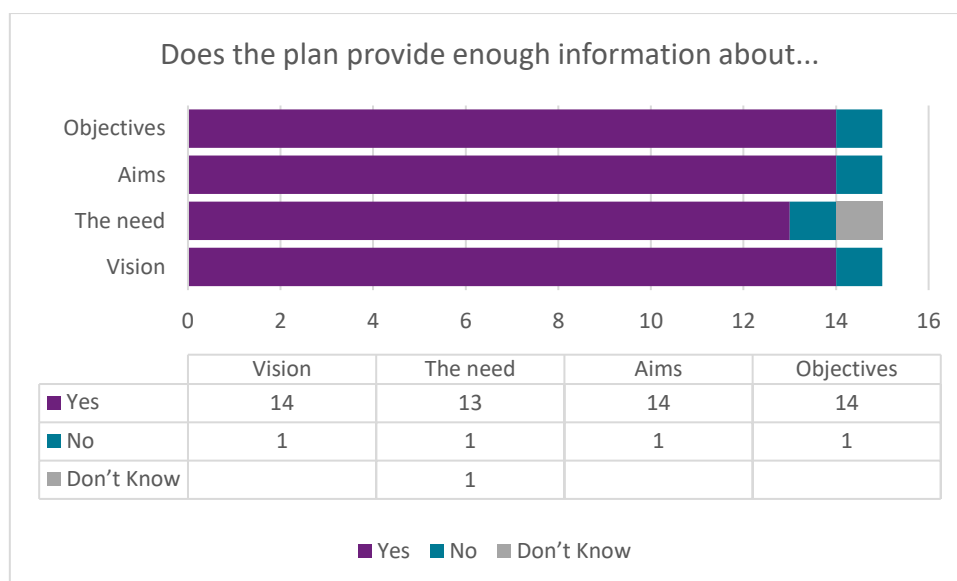
Evaluating Success

Respondents were asked to consider the vision and think about the key things we should measure to evaluate success of the implementation plan.

The majority of comments relate to the need to shift the focus of monitoring services to softer outcomes and feedback from people using services. This is a primary objective of the transforming commissioning working group who will consider the current monitoring and evaluation framework. Full comments are shown in the Appendix.

Overall quality of information

Overall, respondents felt the plan provided enough information about the vision, need, aims and objectives of the plan.



Final comments

One respondent commented that there was

‘not enough detail, is my funding at risk?’.

The plan was not aimed at detailing the level of funding for individual providers, only setting out a plan for engaging with all partners to develop a new approach to analysing need, planning services to meet need, and working together to respond to that need. As such, and following mapping and analysis of gaps, some services may be required to expand, some may need to work in different ways or across different areas and some may not be grant funded but instead commissioned at a micro level via SDS budgets. This will be determined by working together to find the best ways to work together to meet local needs.

The stakeholder engagement group will consider a FAQs section to the Sway to collate the questions raised by providers at each phase, and responses from the steering group.

Conclusion and Recommendations

Overall, respondents gave positive feedback about the plan, particularly in relation to clarity, ambition and level of detail provided. As a result of this, it is recommended that there will be no changes made to the overall vision, mission, aims or objectives set out in the draft plan. However, a number of comments pointed to areas where the plan could be strengthened, and as a result three key changes were recommended by the Stakeholder Engagement Group and approved by the steering group on 11th January 2021.

- Enhance the section ‘Why we need to change’ by expanding on the eight key reasons already set out and do further work to promote project aspirations with providers
- Add more detail to explain what is meant by key terms such as ‘partners’ and ‘community capacity’

- To include a sentence under stakeholder engagement section to set out the intention to develop templates as part of the development of the Stakeholder Engagement Plan to support the working group to plan meaningful consultation activities and remove any barriers to participation

Feedback to participants

The information in the table below will be communicated in the next provider update (Via Sway) to show how feedback has been used to influence and develop the final version of the plan.

You Said	We did
<i>Still not clear about the detailed reasons why this needs to happen</i>	<i>We have enhanced the section about why the project needs to happen within the Project Plan to expand on the eight key reasons already set out.</i>
<i>We need to be clearer about what we mean by terms such as partners, stakeholders and community capacity</i>	<i>We have added a sentence to clarify what is meant by partners under the vision statement, and included a glossary to explain key terminology used throughout the document.</i>
<i>We need to look at the amount/ type of reporting that third sector organisations are asked to do.</i>	<i>This is an objective of the transforming commissioning workstream and we will consult with providers about how we can improve on our monitoring and evaluation process as part of this project</i>
<i>We need to make sure that we make sure that we are reaching the right people, providing accessible information and removing barriers to participation</i>	<i>We have included a sentence under the Stakeholder Engagement section to clarify our approach to stakeholder engagement and how we will ensure that consultation is meaningful and inclusive.</i> <i>We will consult on the stakeholder engagement plan</i>

The final plan will be made available to all providers and the wider stakeholder group following steering group approval.

Appendix 1: Feedback Tool



Reimagining Third
Sector Commissioning

Appendix 2: Full comments

Question 2: Comments on Vision statement

- *Still not clear about the detailed reasons why this needs to happen.*
- *Working Together and Sustainable is key to our services meeting our service user needs.*
- *Plans for organisations to work together and continuous support will benefit the people who require the services the most, giving them choices to make decisions on their care will help for future planning.*
- *I agree that it should be collaborative approach to commissioning of services, this is vital in commitment to delivering effective and beneficial support to service users and their family members/carers. Finding sustainable, and financially viable ways to do this will be a challenge, so partnership working will be vital.*
- *It's a bit long and doesn't trip off the tongue but does cover what it needs to. Visions statements are extremely difficult to create so for me, this "does what is says on the tin"*
- *To my knowledge the aims for transforming commissioning are (or should be) the same as this process has already been followed when commissioning current services.*
- *The vision statement is clear in its intention though could be stronger in emphasising the involvement of people who either use or need services? Whilst "partners" is referred to this can often have the connotation of only applying to professionals so it might be helpful to include wording that is more relatable for the people and communities using services.*

Question 4: Comments on Mission Statement

- *Just key words really.*
- *Again sustainable and flexible is what we require to continue to meet the needs of our service users*
- *The proposed mission statement is ambitious, and very welcome. To include service users i.e. those with lived experience in decisions about their current and future support will be enabling and empowering.*
- *As with the vision statement, it's very wordy and not necessarily going to be easily understood the general public.*
- *The mission statement is bold and ambitious and as per vision statement is clear in its intention.*

Question 7: Do you have any comment on the objectives set out in the plan for stakeholder engagement or how they could be improved

- communication plan- how will individuals receive the relevant information, will it be easily accessible and will feedback be fed back to all involved. Everyone will agree that early intervention is a must to prevent more strain on other services.
- Finding ways to achieve this will be a challenge, but I am certain all professionals and service users will engage and work hard in exploring the best methods of making plans workable. Inclusion will be vital, and partnership working and effective communication should ensure that all opinions are listened to and considered.
- to utilise all forms of communication tools to ensure good stakeholder engagement
- As previously, it's on the long side and, as such, some people will find that hard to identify with
- In theory this is all very well, but I think it will be difficult to bring together the stakeholders and form one cohesive plan and objectives.
- The part of the statement "to build collective will" is not entirely clear in its intention. If the purpose of the plan is to support collaboration and building relationships it might be better and clearer to state this.

Question 10: Do you have any comment on the objectives set out in the plan for transforming commissioning or how they could be improved?

- Finding effective communication methods will be vital to allow the opportunity for all parties voices to be heard.
- we need to ensure that the group prioritise any of the Scottish Government Frameworks and they are incorporated within the plan

Question 11: Do you have any comment on the objectives set out in the plan for building capacity or how they could be improved?

What is community capacity?

Important that localities are involved - how will this be done?

Good outcomes must be at the heart of all services. Giving service users and (as equally important) any unpaid carers of those service users the chance to improve their mental and physical health, now as society carefully and cautiously tries to move through this stage of the pandemic and beyond. The objectives for any new models of support must be sustainable with robust resources and finances.

One thing that needs to change/be taken into account is the amount of reporting third sector organisations are asked to do. So much time is taken up reporting on outcomes when in reality we need to invest our time in delivering a valuable and reliable service.

The objectives for the workstream are clear however with an emphasis on developing new models of support is there not an intention to also build and learn from what's already working well?

Question 14: The approach will be fully consulted on following the mapping phase of the project, please use the space below if you have any comments at this stage.

As a service manager supporting older people, I am willing and eager to work with all stakeholders to ensure that service users voices are heard, and will do all I can do to find realistic and effective ways of people with lived experience being able to carefully consider what their best outcomes would be and assist them in communicating this.

One of the difficulties reported which we often come across is social prescribers/link workers not knowing/being aware of all the different organisations whom they can refer/signpost people to. So, within this approach, this needs to be made clear from the onset.

We welcome the opportunity this project offers and look forward to being involved in the transformation of services across the Kingdom of Fife. The Covid19 pandemic has shown us all how important it is to be flexible and to have the ability to respond to local needs, we look forward to sharing some of what we have learned over the last 18 months.

Question 15: Thinking about the vision set out in the plan, what key things do you think we should measure to evaluate success?

Spend the money on the people.

Feedback from people who access the services

That it is not just Hard Outcomes that are seen as a success. Please ensure that Soft outcomes in mental health are recognised: We realise that Soft Outcomes for mental health are less tangible or more difficult-to-measure outcomes, but improvements such as increased self-esteem, or improved wellbeing- and that maybe that your get out of bed and get dressed everyday are massive steps forward in recovery of trauma for some of our service users.

Improvement in service user health and well being, as a direct result of receiving support.

Improvement in quality of life for relatives/carers as a result of this support i.e. adequate period of respite

people who use services feedback, people with lived experience feedback/input and the services who are providing the services feedback/input

That people can live as independently as possible either at home or in a homely setting in the community.

Services are focused on improving the the quality of life of the service users.

That Carers benefit from respite to enable them to continue their caring role for longer.

Softer outcomes need to be given increased focus and that comes from gathering client stories and personal discussions about how they felt about the service, how they engaged with the service, how they might have imagined the service would be like and what it was actually like. Perhaps, this can be randomised in some way so that service providers aren't "cherry picking" data to support their viewpoint

agree outcome measures - not simply focussing on outputs, e.g. numbers of people accessing, but what are the outcomes, the difference made to a person's quality of life, what different things they are able to do for themselves, how independent they have become, the reduced reliance on clinical services.

Soft outcomes as well as hard. So not only footfall /numbers but the service users own perception of distance travelled, using their own goals and outcomes. In other words, qualitative as well as quantitative.

Without first identifying the outcomes to be achieved, it is difficult to know what success looks like and how we might measure this. In thinking about the plan's vision, success in its broadest term will be measured by how well we are able to work together with people and their communities to support and enhance peoples' wellbeing. It may be helpful to consider the National Health and Wellbeing Outcomes alongside strategic and local priorities, and developing KPI's based on these. It is important that KPI's aren't too rigid, in a way that becomes restrictive and punitive, rather they should enable organisations to evidence innovation and the outcomes they are achieving.

Service users' satisfaction with quality of services and the way they are delivered

Question 17: Please use the space below to tell us if you have any further comment on the document or how it could be strengthened

Not enough detail. Is my funding at risk?

For this very ambitious plan to work, you also need to ensure the engagement of NHS Commissioners and Strategic planners etc as often they do not see the clear benefits third sector can offer. This plan won't work unless there is jurisdiction on the NHS Commissioners to consider this plan and utilise the service.