

Reimagining Third Sector Commissioning

Terms of Reference

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Approved by	Reimagining Third Sector Commissioning Steering Group

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1. Introduction

This document outlines the operating and governance framework within which the partnerships ***Reimagining Third Sector Commissioning Steering Group*** will operate (hereafter called steering group). A focus on the function, purpose, responsibilities, and membership of the steering group and its working groups is included.

Arrangements are designed to enable key partners to work together to create and achieve a transformational vision for commissioning and designing services in Fife. The steering group will ensure effective oversight of the project transformation plan and embed processes into commissioning, monitoring, and locality planning arrangements.

The steering group will continue to exist until the project plan has been implemented, or the Strategic Planning Group decides to disband the steering group.

2. Function of the Steering Group

The main functions of the steering group can be described as:

- a) To create and communicate the shared vision for the transformation and drive forward commitment to the ambitions set out in the transformation plan
- b) To develop and support delivery of the transformation plan
- c) To guide, support and provide oversight of working groups
- d) To provide the Integration Joint Board (IJB) through the Strategic Planning Group (SPG) with quarterly updates and provide assurance that the project is meeting key milestones

With regard to the latter the planning coordinator will submit an update report to the Strategic Planning Group on a quarterly basis.

3. Purpose

The need and context for the transformation project is clear and is detailed within the transformational project implementation plan. The core remit of the steering group is to transform our approach to commissioning, designing, and monitoring third sector services to better support collaborative working and innovation, and to ensure that everyone in Fife has access to information, practical assistance, and support to participate in society and live a full life.

The **vision** for the transformation project is:

“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”

Our transformation **mission**:

“We will 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’.

The steering group has been established to develop and support the implementation of a project plan and has three key workstreams

Workstream 1: Stakeholder Engagement:

To develop and implement a stakeholder engagement plan to build collective will to improve, and ensure that all partners, including people with lived experience of accessing services, are informed, engaged, and have opportunities to generate ideas for change.

Workstream 2: Transforming commissioning:

To develop the tools and framework required to ensure that commissioning decisions are transparent, fair, outcome focussed and aligned to strategic priorities

Workstream 3: Building Capacity:

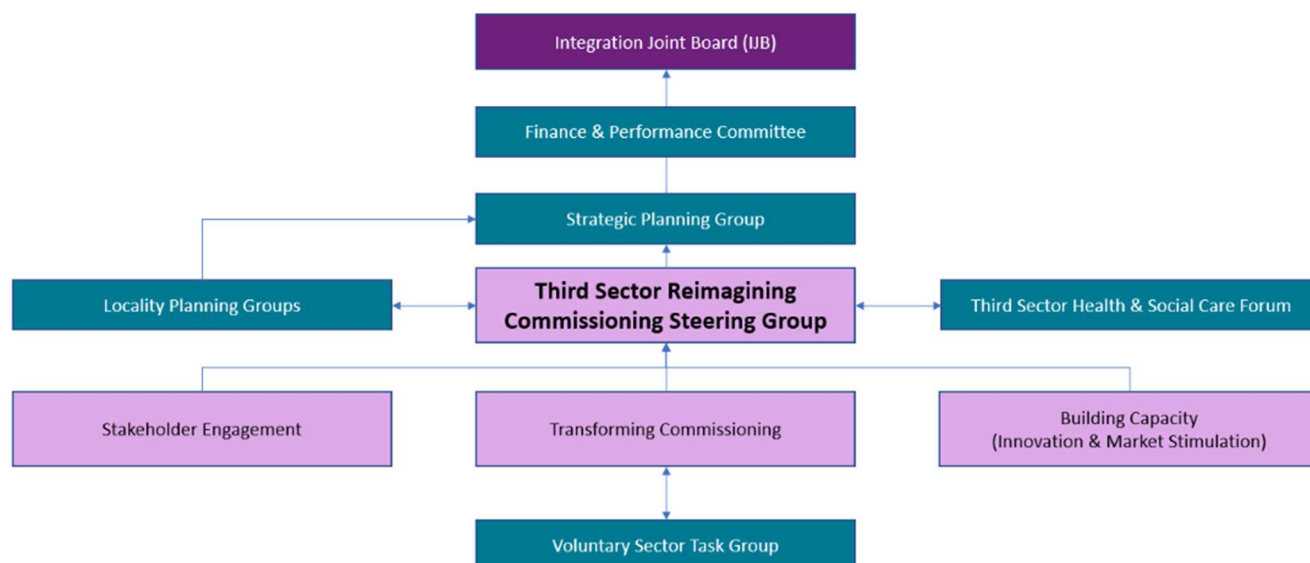
To work collaboratively to build community capacity and design (and deliver) innovative new models of support that are focussed on improving outcomes for people in Fife.

4. Accountability

The Strategic Planning Group (SPG) will provide oversight and scrutiny of the steering group. The minute of the steering group meeting and progress of the project will be reported to the SPG on a quarterly basis, any risks to the project will be highlighted. The Strategic Planning Group will provide advice and support and act as arbiter in any project disputes.

The steering group will also provide updates to, and have representation from, Third Sector Health & Social Care Forum and Locality Planning Groups throughout the duration of the project. The transforming commissioning workstream will have clear links with, and representation from the Voluntary Sector Task Group, to ensure alignment with corporate Monitoring and Evaluation Frameworks.

The work of the steering group will be supported by the expertise of three working groups, each with responsibility of delivering on one of the workstreams above. The diagram below shows our governance arrangements.



5. Membership

The core membership of the steering group will comprise of key H&SC partnership staff and representatives from Third Sector providers who bring particular expertise to the group regarding; strategic commissioning, quality assurance, transformational change, locality planning, stakeholder engagement, and risk management. We will also seek membership from supported people and unpaid carers to be our 'experts by experience' and provide a link to existing service user forums. All members of the steering group will be equal partners.

A list of members is provided in Appendix 5.

The steering group will be chaired by Fiona McKay, Head of Strategic Planning, Performance & Commissioning. The planning coordinator has a key role in providing an overview of all work being undertaken and driving forward key tasks to ensure that project milestones are reached. The group will be supported by an administrator.

The steering group may invite other individuals or non-members to attend a meeting to contribute to its discussions where relevant and appropriate in order to support the decision-making process or completion of specific tasks.

6. Quorum

A meeting of the steering group will be quorate providing that at least four members are present, of which one must be the Head of Strategic Planning, Performance & Commissioning (Chair) or Service Manager for Quality Assurance (depute chair), and one of which is a third sector representative.

7. Roles & Responsibilities

Chair roles and responsibilities include;

- a) Ensuring the steering group fulfils its objectives as set out in the transformation plan

- b) Preparing meeting agendas with the planning coordinator
- c) Running meetings competently, encouraging and facilitating full participation and involvement of all members in discussions and decision making.
- d) Making sure relevant matters are discussed and appropriate decisions made and implemented
- e) Developing and facilitating links with the voluntary sector, service user forums and other partnerships and transformation projects within Fife
- f) Attending and updating the Strategic Planning Group on work of the steering group
- g) Overseeing the resources required to pursue project priorities
- h) Responding to press enquiries and issuing press releases on behalf of the steering group
- i) Ensuring project documents are produced and adhered to, including work plans for working groups.
- j) Ensuring that accurate meeting minutes are taken and shared with the group in a timeous manner.
- k) Ensuring that the agenda and supporting papers are sent out in good order

The project chair should attend all steering group meetings but in exceptional circumstances the depute chair can approve decisions on a provisional basis pending the next meeting attended by the chair.

Planning Coordinator roles and responsibilities include;

- a) Preparing draft papers for discussion
- b) Initiating and driving forward tasks to ensure key milestones are reached
- c) Setting the agenda with the chair
- d) Ensuring papers are available for members one week prior to the meeting
- e) Maintaining the project Teams site
- f) Updating the risk management plan and working group action registers
- g) Attending the steering group, working groups, and providing updates as appropriate to other linked groups.
- h) Supporting the working groups to achieve key tasks and prepare steering group updates

Member roles and responsibilities include;

- a) Take an active role in development and implementation of the project plan
- b) To read the papers in advance of any meetings
- c) Have a 'can do' approach which focusses on what matters most to the people we support or represent, and commitment to thinking and acting creatively to make things happen for them
- d) Communicating progress and disseminating information as appropriate to their teams, organisations, and forums.
- e) Provide additional input as required to execute the responsibilities set out in these terms of reference. This input may be through additional Teams calls, contribution to draft papers and reports, participation in working groups and any other activities agreed as appropriate through steering group discussion.

8. Meetings

Throughout the duration of the project the steering group will meet quarterly, at a minimum, with the dates agreed in advance. No unscheduled or rescheduled meetings will take place without members having at least one weeks' notice of the date.

Meetings will be held via Microsoft Teams unless otherwise agreed by steering group members. A duration of two hours will be allocated to each meeting.

The agenda and papers will be circulated one week before the meeting. Representatives can request to raise issues on behalf of their service/ agency by contacting the project planning coordinator who will then liaise with the chair. This should be done at least seven working days in advance of the meeting. If necessary, items can be tabled on the day under any other business at the discretion of the chair.

All meetings will be minuted by the steering group Administrator and following approval will be available on the Steering Group Teams site and emailed to members. It will be the responsibility of the planning coordinator to ensure these are saved and members are notified when they are available. Draft minutes and associated actions will be circulated to members within two weeks of steering group meetings. The focus of the work will be delivery of the transformation plan.

To prevent project slippage, the steering group may on occasion take decision by email provided that;

- The decision is reported to the next meeting and is minuted
- The chair has agreed that use of email is appropriate
- That the decision is agreed on by at least four members, including the chair and third sector representative

9. Working Groups

The steering group will operate the following working groups to ensure effective delivery of project milestones:

- a) Stakeholder Engagement
- b) Transforming Commissioning
- c) Building Capacity¹

Terms of reference for each group can be found in appendices.

Each working group will be chaired by a steering group member who will provide leadership, direction, a clear line of accountability and communication to and from the steering group. Each working group will have a depute chair. The chair of each working group will provide a written update report for each committee meeting with a

¹ The Building Capacity Workstream will not be required to meet until the analysis phase of the transformation project has been completed

focus on their respective work plan (Appendix 4 [#Template](#)). Minutes will be taken at all working groups and tasks monitored via agreed action registers. The planning coordinator will update the action register for each working group and prompt and oversee completion of project tasks.

10. Partnership working/ Links to other workstreams

The Chair of the meeting is the Head of Strategic Planning, Commissioning, and Improvement and is well placed to ensure good communication and joint working between relevant groups and other transformational projects happening across Fife.

Arrangements have also been designed to ensure that there is a direct link between the planning coordinator and locality planning groups, and with the Third Sector Health & Social Care Forum. Feedback from the Third Sector via the Third Sector Health and Social Care Forum will be a standing agenda item on the steering group and stakeholder engagement group.

The way in which information is cascaded out to other forums and key stakeholder groups will be fully considered as part of the remit of the Stakeholder Engagement & Communications Plan.

Appendix 1 - Stakeholder Engagement Group Terms of Reference

Membership

Membership should comprise of a mix of individuals who have operational and strategic knowledge and expertise of stakeholder engagement and/or communications.

The working group will be chaired by Tracy Harley (Service Manager: Participation & Engagement), supported by Nicola Broad (Planning Coordinator). The Localities Development Coordinator (Bev Harkin) will minute the meeting and provide administrative support to the group if required. A deputy chair will be appointed by the group. The group may also co-opt additional members for a time limited period to assist with specific tasks.

Stakeholder Engagement Working Group Membership			
Name	Job Title	Organisation	Role
Tracy Harley	Service Manager: Participation & Engagement	FH&SCP	Chair
Jacquie Stringer	Localities Manger	FH&SCP	Depute Chair
Nicola Broad	Planning Coordinator	FH&SCP	Planning Coordinator
Beverley Harkins	Localities Development Coordinator	FH&SCP	Member/ Minutes
John Cooper	Service manager (Advocacy Strategy Lead)	FH&SCP	Member
Kenny Murphy	Chief Executive & Chair of HSC Third Sector Forum	Fife Voluntary Action (FVA)	Member
Morna Fleming	Carers Representative	IJB	Member
Ian Dall	Public Representative	IJB	
Paul Dundas	Independent Sector Representative	IJB	Member
Gill Musk	Policy Officer	FC Community Investment Team	Member
Ann Reynolds	Public Engagement Officer	FH&SCP	Member
Connie Sims	Team Manager	FC SW Adult Resources	Member
Hazel Williamson	Communications Officer	FH&SCP	Member
Lisa Love	Contracts Officer	FC HSC Resources	Member

All members are expected to communicate and drive forward the vision and mission of the transformation plan and to have a 'can do' approach to enable the ambitions set out to be achieved.

Quorum

A meeting of the working group will be quorate if a minimum of four core members are present. The nominated deputy will chair the meeting where required.

Frequency of meetings

Meetings will usually be held quarterly and will be arranged in order to allow progress reports to be prepared and sent to steering group members with other papers at least five working days before meetings. The Chair will be responsible for providing updates, any recommendations and/or issues which require a decision to the Steering Group using a template to ensure consistency (Appendix 4).

Follow up meetings may be set by the working group and planning coordinator as and when required, in line with priorities and in order to ensure timely progression of project tasks.

Purpose

The group will define and communicate key messages for the transformation project to ensure all stakeholders are clear on the vision and ambition of the plan. They will also be responsible for developing and facilitating opportunities for collaboration and engagement throughout the duration of the transformation project and for aligning to existing locality planning processes to ensure that communities are placed at the heart of planning and designing services to meet local needs.

The aim of the stakeholder improvement group is:

To develop and implement a stakeholder engagement plan to communicate the project vision, build collective will to improve, and ensure that all partners, including people with lived experience of accessing services, are informed, engaged, and have opportunities to generate ideas for change.

The objectives are;

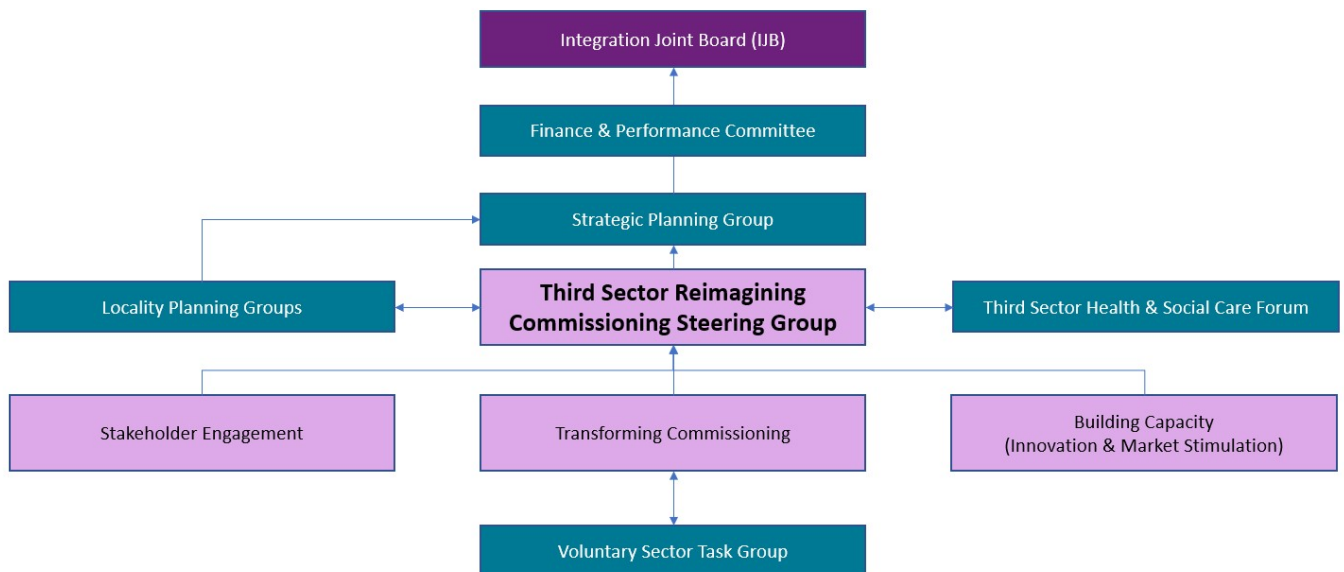
1. *Design and implement a communications plan to ensure that stakeholders are informed about, and supportive of the project goals.*
2. *Develop a stakeholder engagement plan to clarify objectives of, and opportunities for involvement and coproduction*
3. *Design consultation tools and methods, analyse stakeholder feedback and inform the work of the other working groups*
4. *Align commissioning of third sector services with locality planning arrangements to ensure that communities are placed at the heart of planning and designing local services.*

Each of the above will be supported by a number of tasks which will be agreed and achieved by the working group. The planning coordinator will oversee the working group plan.

Accountability (or Governance and decision making)

The group will operate within the Third Sector Reimagining Commissioning Steering Group terms of reference. The work of the group should consider any links and overlaps with other project working groups, strategic plans, for example the Plan for Fife,

Health & Social Care Strategic Plan and strategic Commissioning plan, Community Learning & Development Plan, Engagement & Participation Strategy, or work with other partners, specifically Locality Planning, Advocacy, and existing stakeholder forums.



Appendix 2- Transforming Commissioning Terms of Reference

Membership

Membership should comprise of a mix of individuals who have operational and strategic knowledge and expertise of commissioning, contracts monitoring, continuous improvement and data analysis.

The working group will be chaired by Chris Campbell (Team Manager: Adult Resources), supported by Nicola Broad (Planning Coordinator). Beverley Harkins (Localities Development Coordinator) will minute the meeting. A deputy chair will be appointed by the group. The group may also co-opt additional members for a time limited period to assist with specific tasks.

Transforming Commissioning Working Group Membership			
Name	Job Title	Organisation	Role
Chris Campbell	Team Manager, Social Work Resources Service	HSCP	Chair
Nicola Broad	Planning Coordinator	HSCP	Member
Beverley Harkins	Localities Development Coordinator	FH&SCP	Member/ Minutes
Nicola Buchannan	Policy Officer	HSCP	Member
Rachel Annand	Chief Executive	Dunfermline Advocacy	Member
Lucy Sayer	Contract Link Officer	HSCP	Member
Jim Davies	Contract Link Officer	HSCP	Member
Aleksandra Atanasova	Wells coordinator	HSCP	Member
Elaine Law	Service Manager, Adults Social Work Service	HSCP	Member

Quorum

A meeting of the working group will be quorate if a minimum of four core members are present. The nominated deputy will chair the meeting where required.

Frequency of meetings

Meetings will usually be held quarterly and will be arranged in order to allow progress reports to be prepared and sent to steering group members with other papers at least five working days before meetings. The Chair will be responsible for providing updates, any recommendations and/or issues which require a decision to the Steering Group using a template to ensure consistency (Appendix 4)

Follow up meetings may be set by the working group and planning coordinator as and when required, in line with priorities and in order to ensure timely progression of project tasks.

Purpose

The group will be responsible for developing and testing a framework for commissioning services which supports accountable, evidence based, and outcome focussed decision making. The group will review tools and processes to ensure that

there are more opportunities for communities, and those with lived experience of accessing support services to be routinely involved in the codesign and redesign of services as well as the monitoring of services and supports.

The **aim** of the transforming commissioning group is:

To develop the tools and framework required to ensure that commissioning decisions are transparent, fair, outcome focussed and aligned to strategic priorities

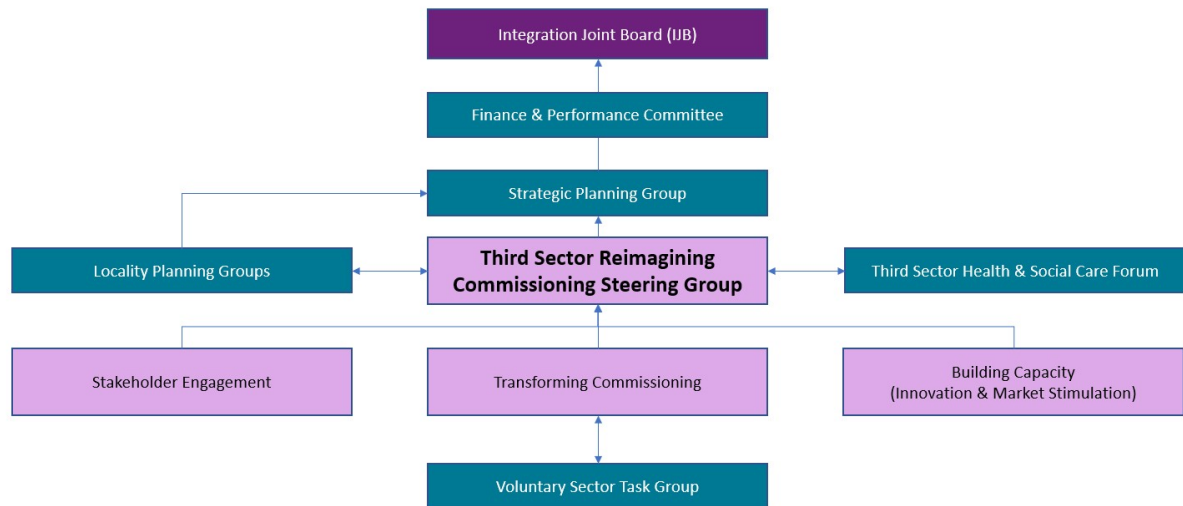
This will be achieved by delivering the following objectives.

- 1. Undertake a mapping exercise to understand the scope and reach of commissioned third sector services in a post-covid environment*
- 2. Provide an analysis of gaps, duplication, and alignment to strategic and local priorities*
- 3. Review existing tools and feedback mechanisms and develop our approach to monitoring and evaluation of commissioned services, putting lived experience at the heart of monitoring quality and redesigning services.*
- 4. To develop the tools, framework, and guidance required to enable transparent, accountable, and evidence-based decision making, aligned to quality assurance processes, and strategic and local priorities*
- 5. To review and modernise Service Level Agreement Templates and monitoring arrangements and ensure that commissioning principles are embedded into decision making and monitoring processes and a greater focus on outcomes*

Accountability (or Governance and decision making)

The group will operate within the Third Sector Reimagining Commissioning Steering Group terms of reference. The work of the group should consider any links and overlaps with other project working groups, strategic plans, for example the Plan for Fife, Health & Social Care Strategic Plan and strategic Commissioning plan, Community Learning & Development Plan, Engagement & Participation Strategy, or work with other partners, specifically Locality Planning, Advocacy, and existing stakeholder forums.

The group will have representation from, and feed into the work of the Voluntary Sector Task Group to ensure alignment to corporate processes and procedures in relation to contracts Monitoring and Evaluation.



Appendix 3- Building Capacity Terms of Reference

This group will not meet or agree membership until the analysis phase of the project has been completed.

Membership

Membership should comprise of a mix of individuals who have knowledge and expertise of strategic planning and provision of services, and people with lived experience of being supported by services.

The working group will be chaired by Scott Fissenden (Change & Improvement Manager), supported by Nicola Broad (Planning Coordinator). A deputy chair will be appointed by the group when established. The group may also co-opt additional members for a time limited period to assist with specific tasks.

The Group will not be required to meet until the Analysis phase of the project is complete. As such, membership will be confirmed at this stage.

Building Capacity Working Group Membership			
Name	Job Title	Organisation	Role
Scott Fissenden	Change & Improvement Manager – Older People & Carers	HSCP	Chair
Nicola Broad	Planning Coordinator	HSCP	Planning Coordinator
Other members tbc			Member

All members are expected to communicate and drive forward the vision and mission of the transformation plan and to have a 'can do' approach to enable the ambitions set out to be achieved.

Quorum

A meeting of the working group will be quorate if a minimum of four core members are present. The nominated deputy will chair the meeting where required.

Frequency of meetings

Meetings will usually be held quarterly and will be arranged in order to allow progress reports to be prepared and sent to steering group members with other papers at least five working days before meetings. The Chair will be responsible for providing updates, any recommendations and/or issues which require a decision to the Steering Group using a template to ensure consistency (Appendix 4).

Follow up meetings may be set by the working group and Planning Coordinator as and when required, in line with priorities and in order to ensure timely progression of project tasks.

Purpose

The function of the group is to ensure that we use evidence and data, including stakeholder feedback, to make consistent, transparent, and fair decisions about how we will link investment to outcomes and develop an approach to strategic commissioning which can be embedded in practice.

The **aim** of the building capacity group is:

To work collaboratively to build community capacity and design new enhanced models of outcome focussed service provision to enable people to do the things that are important to them as independently as possible.

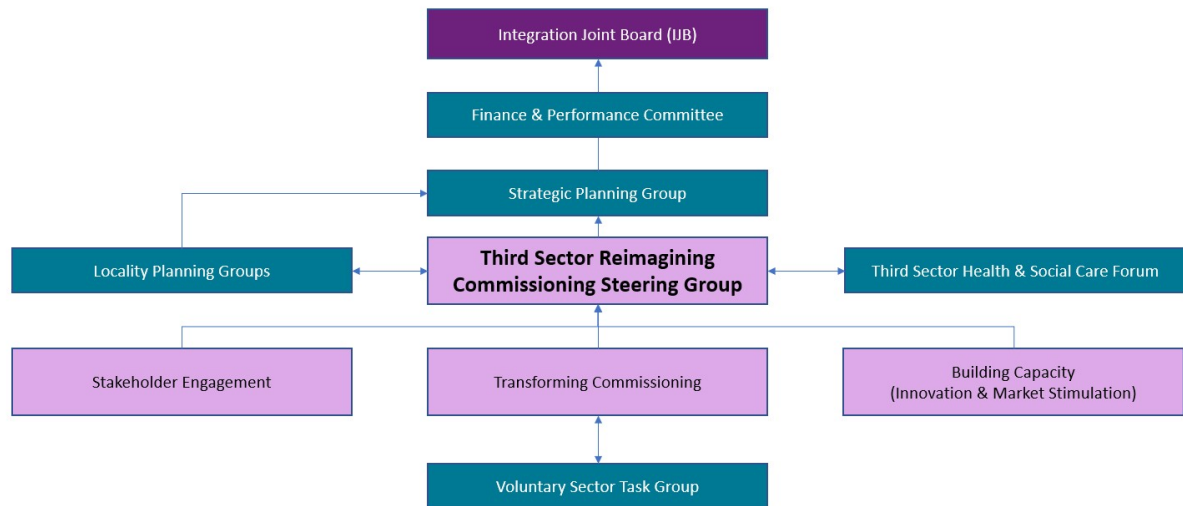
The objectives are

- 1. Develop a comprehensive model for commissioned support and map each strategy against these criteria to identify priorities and current interventions*
- 2. Test the new framework and tools (developed by the transforming commissioning group) to identify gaps and duplication*
- 3. Consider new models of service provision, drawing on existing assets to enhance coordination of interventions and ensure alignment to strategic priorities.*
- 4. Develop new service specifications, designed to support innovation, collaboration, and outcomes-based commissioning practice*
- 5. Work collaboratively to redesign models of support and meet the outcomes expressed in the service briefs (respond and innovate).*
- 6. Embed the approach into locality planning and strategic commissioning processes.*

Each of the above will be supported by a number of tasks which will be agreed and achieved by the working group. The Planning Coordinator will oversee the working group plan.

Accountability (or Governance and decision making)

The group will operate within the Third Sector Reimagining Commissioning Steering Group terms of reference. The work of the group should consider any links and overlaps with other project working groups, strategic plans, for example the Plan for Fife, Health & Social Care Strategic Plan and strategic Commissioning plan, Community Learning & Development Plan, Engagement & Participation Strategy, or work with other partners, specifically Locality Planning, Advocacy, and existing stakeholder forums.



Appendix 4: Template for Feedback to steering group

Working Group Update Report to Third Sector Reimagining Commissioning Steering Group

Name of Working Group			
Date of Update			
Progress Update <i>Date of working group meeting</i> Workplan actions completed, any outstanding tasks (update on each working group objective) Objective 1: Objective 2: Objective 3: Objective 4:			
Risk descriptors for Amber and Red Risks following mitigation actions.			
•			
Decisions /Items to note for Steering Group (Please specify any recommendations that require to be agreed by the steering group)			
•			
Working Group Chair		Date	

Appendix 5: Steering group membership lists

Name	Job Title	Organisation	Role
Fiona McKay	Head of Strategic Planning, Performance & Commissioning	H&SC Partnership	Chair
Alan Adamson	Service Manager for Quality Assurance	H&SC Partnership	Depute Chair
Nicola Broad	Planning Coordinator: Third Sector Reimagining Commissioning Project	H&SC Partnership	Planning Coordinator
Tracy Harley	Service Manager: Participation & Engagement	H&SC Partnership	Member
Chris Campbell	Team Manager Social Work Contracts Service	H&SC Partnership	Member
Scott Fissendon	Change & Improvement Manager – Older People & Carers	H&SC Partnership	Member
Avril Sweeny	H&SC Manager - Risk Compliance	H&SC Partnership	Member
Kenny Murphy	Chief Executive	Fife Voluntary Action (FVA)	Member
Fiona Mackay	Service Manager	Later Life Choices Glenrothes	Member
Viv McBride	Change Manager	HSCP	Member

Appendix 6: Transformation Plan on a Page

HSCP Vision: To enable the people of Fife to live independent and healthier lives			
The above vision is supported by this transformation plan as summarised below....			
Principles: - Collaboration & Innovation - Dignity & Respect - Supported Workforce - Supported Volunteers - Committed to continuous improvement - Outcomes focussed services - Seek and respond to feedback - Focus on enablement - Provide best value	Transformation Vision: Where we want to be		
	<i>“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”</i>		
	Transformation Mission: What we want to do		
	<i>“We will 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”</i>		
	How are we going to get there		
	Stakeholder Engagement	Transform Commissioning	Build Capacity
	Aim: To develop and implement a stakeholder engagement plan to build collective will to improve, and ensure that all partners, including people with lived experience of accessing services are informed, engaged, and have opportunities to generate ideas for change.	Aim: To develop the tools and framework required to ensure that commissioning decisions are transparent, fair, outcome focussed and aligned to strategic priorities	Aim: To work collaboratively to build community capacity and design (and deliver) innovative new models of support that are focussed on improving outcomes for people in Fife.

These terms of reference were agreed by the steering group and its working groups on 21st January 2022. Membership of the Building Capacity workstream will be updated in due course.