

Reimagining Third Sector Commissioning

Transformation project implementation Plan



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Date approved	January 2022

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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....			
Commissioning 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>		
	Transformation Aims: How are we going to get there (our workstreams)		
	Stakeholder Engagement 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.	Transform Commissioning Aim: To develop the tools and framework required to ensure that commissioning decisions are transparent, fair, outcome focussed and aligned to strategic priorities	Build Capacity 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.

Introduction

The vision set out in the Fife Health & Social Carer Partnership Strategic Plan is: ***'To enable the people of Fife to live independent and healthier lives'***. The document sets out the context within which we are operating and makes a clear commitment to working in partnership to ensure that people can access the right care, at the right time, in the right place. This promotes choice, independence and enables individuals and their families to be supported in their own homes and local communities as long as possible.

Fife Health & Social Care Partnership want to make sure that the health and social care services reflect the priorities and needs of local people and it is recognised that transformational change is required to ensure that we (communities¹, providers, and commissioners) can work more effectively together to make best use of resources and enable people across Fife to live the life they choose, and do the things that are important to them, as independently as possible.

"We must collectively embrace change; more of the same won't meet the projected health and social care needs in Fife"

HSCP Strategic Plan
(2019-22)

A number of interlinking transformational change projects are required to deliver on this vision. This document focusses on 'reimagining third sector commissioning' and links directly to the intentions set out in the Strategic Plan and supporting Commissioning Plan. It sets out an ambitious plan which intends to strengthen our approach to commissioning and locality planning, build community capacity, and support innovation.

To create the conditions for change we must all think differently about how we do things and have a 'can do' approach which focusses on what matters to people. Transformation of this scale requires commitment and leadership and to this end a vision statement is offered for the project.

"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"

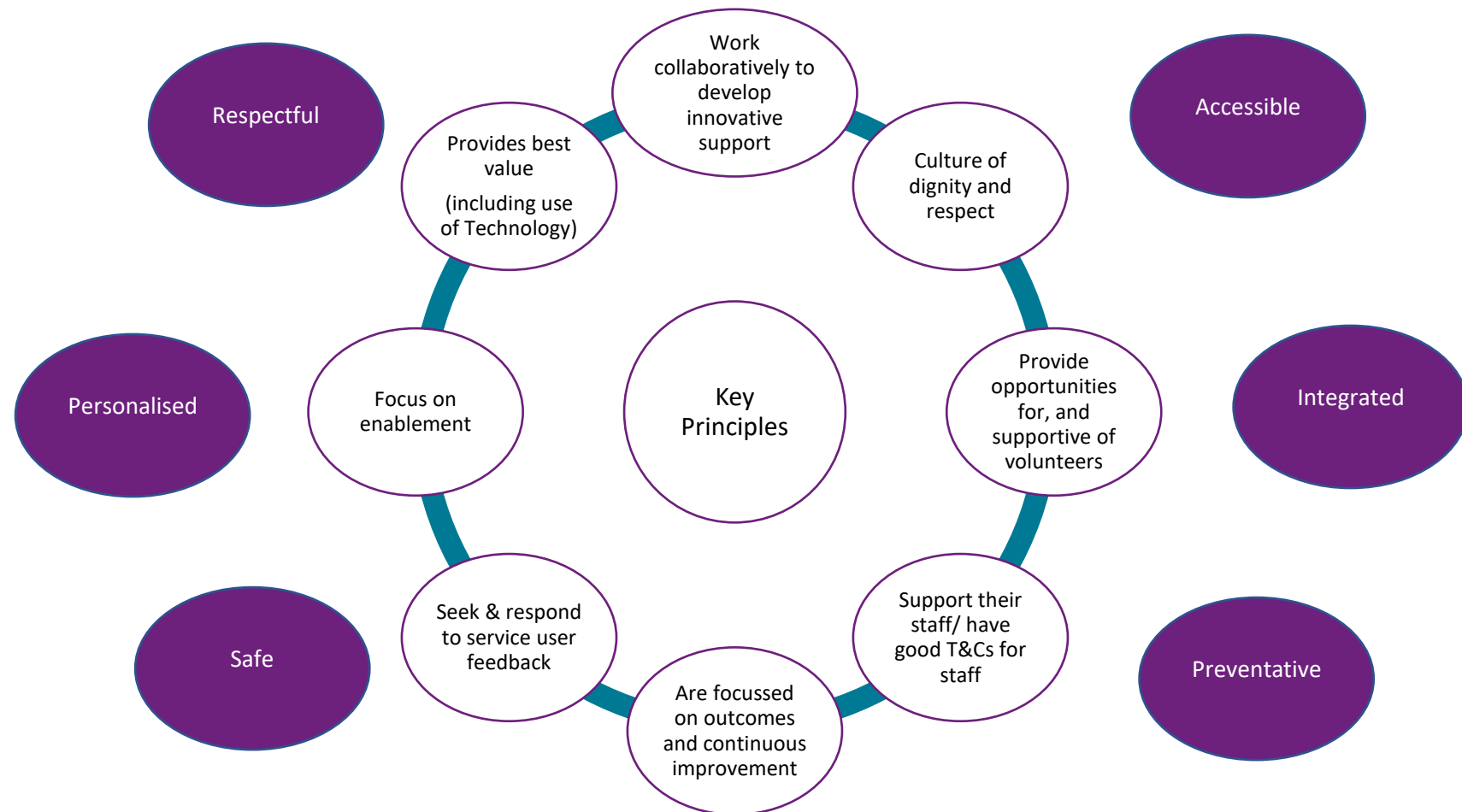
Underpinning this vision is an ambition to develop the processes and tools to enable the vision to be achieved beyond the life of the project, embedding commissioning processes within locality planning arrangements and ensuring that people with lived experience are placed at the heart of planning, designing, and monitoring services.

This document sets out the rationale, objectives, and approach we will take to reimagining Third Sector Commissioning and provide the foundation for detailed workplans to follow.

¹ Community can be defined as a group of people united by at least one common characteristic, be it locality, identity, or shared interests. Communities encompass members of the public, community groups, people receiving support and unpaid carers. People can belong to many communities at the same time.

Key Commissioning Principles

This set of commissioning principles and quality dimensions, will underpin the way in which services are designed, commissioned, and monitored.



Why we need to change

To deliver real transformational change, we need to work together to find better ways to do things with the resources we have. We need to identify how commissioning can support innovation and enhance what works, specifically with respect to building capacity and having access to early intervention & preventative services which reduce the need for more formal health and social care interventions. We need to shift away from crisis being the entry point to the system to an approach that values prevention & early intervention and focusses on having good conversations with people about what matters to them, and how they can be supported to reach their full potential. We need to look past historical boundaries between organisations, think about what makes for an independent, fulfilling life and how best to support people to live that life.

Only by working together, can we bring about real change to improve overall health and wellbeing of the people of Fife.

**Strategic
Commissioning Plan**

This transformation plan is an opportunity to work together to change and do things better, and we need to be ambitious in our approach. The rationale for the project is clear and summarised below:

To ensure commissioned services are aligned to our strategic priorities and principles	To support collaboration, innovation and creativity within the third sector	To ensure commissioning is transparent, fair and outcome focussed	To ensure 'lived experience' is at the heart of planning and monitoring services
To build capacity and create more choice (Market Stimulation)	To have an approach to commissioning which supports prevention, early intervention and enablement.	To ensure equitable services	To make best use of available resources including community assets

There are numerous local and national drivers for change including:

- Plan for Fife
- Health and Social Care Partnership Strategic Plan
- Health and Social Care Partnership Commissioning Plan 2021-23
- Fife HSCP Participation and Engagement Strategy
- Self-Directed Support Act 2013
- Community Empowerment (Scotland) Act 2015
- Carers Act (Scotland) 2016
- The Independent Review of Adult Social Care (Derek Feeley, 2021)
- The Public Bodies Joint Working (Scotland) Act 2014
- Planning with People Guidance (2021)
- Locality Profiles (2020)
- Our national and local strategies for example Mental Health, Carers, Advocacy, and the imminent refresh of the dementia strategy.

Each of the above make commitment to, or recommendations for, changes to the way that we plan and design services, specifically to ensure that communities, supported people, and carers have more control over planning effective support solutions.

What we want to achieve

Our vision 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”

We will do this by working together 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”

A steering Group has been established with third sector representation, and there is a Planning Coordinator in post to develop and implement this plan. To ensure that clear tasks can be set and completed in a timely fashion, we will establish three interconnected working groups, each with a specific aim. These are:

- Stakeholder Engagement
- Transforming Commissioning
- Building Capacity

Each working group will develop a workplan which will detail the specific tasks or activities required to achieve the objectives set out below. The working groups will be supported by the planning coordinator and the steering group and will be adequately resourced to ensure completion of tasks in timescale. Working groups will meet quarterly at a minimum with additional meetings agreed to progress specific tasks within a timely manner. To ensure oversight updates will be provided to the steering group on a quarterly basis, using the template ([Template](#)). The steering group will receive quarterly updates from the Planning Coordinator to provide an overview of the project progress, schedule, performance and risks identified (Appendix 3)

Priority 1: Stakeholder Engagement

The **aim** of the stakeholder engagement working 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.

This will be achieved by delivering the following objectives.

- Design and implement a communications plan to ensure that stakeholders are informed about, and supportive of the project goals.

- Develop a stakeholder engagement plan to clarify objectives of, and opportunities for involvement and coproduction
- Design consultation tools and methods, analyse stakeholder feedback and inform the work of the other working groups
- 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.

Funded organisations (listed in Appendix 2) who will be impacted by any change will be engaged, informed, and consulted with, however our stakeholder engagement plan will have a wider scope to ensure that meaningful consultation can take place with all potential providers of support. We will also seek views from people across Fife and not just those people currently receiving support from commissioned providers.

We will produce a Stakeholder Engagement Framework to clarify our approach to planning, doing, and monitoring stakeholder engagement. We will develop a number of supporting tools and templates to ensure that our engagement activities have a clear purpose and are well planned.

Priority 2: Developing our approach to commissioning

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.

- Undertake a mapping exercise to understand the scope and reach of commissioned third sector services in a post-covid environment
- Provide an analysis of gaps, duplication, and alignment to strategic and local priorities
- 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.
- 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
- To review and modernise Service Level Agreements and monitoring arrangements and ensure that commissioning principles are embedded into decision making and monitoring processes

Priority 3: Building capacity

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

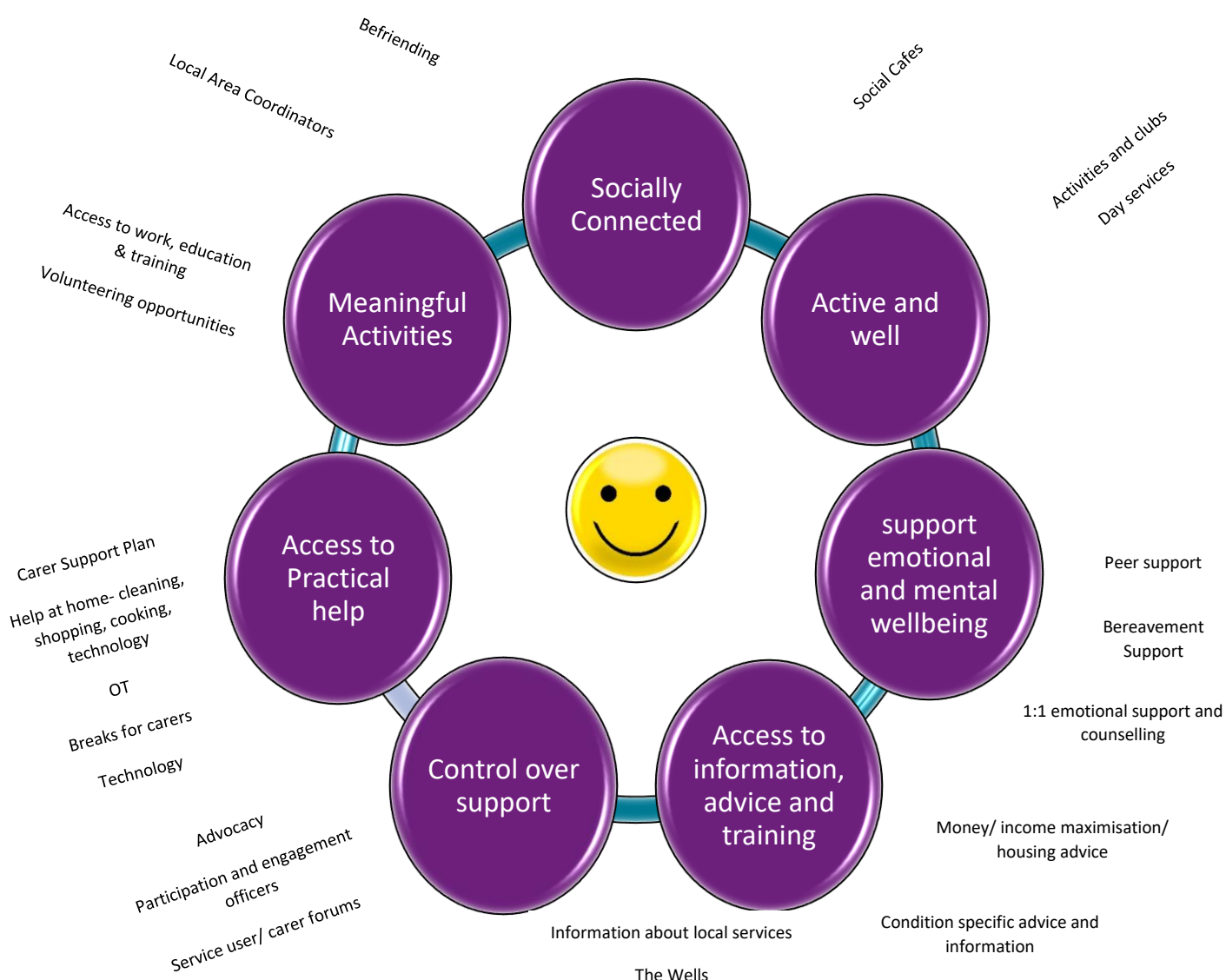
To work collaboratively to build community capacity and design (and deliver) innovative new models of support that are focussed on improving outcomes for people in Fife.

- Develop a comprehensive model for commissioned support and map each strategy against these criteria to identify priorities and current interventions
- Test the new framework and tools (developed by the transforming commissioning group) to identify gaps and duplication
- Consider new models of service provision, drawing on existing assets to enhance coordination of interventions and ensure alignment to strategic priorities.
- Develop new service specifications, designed to support innovation, collaboration, and outcomes-based commissioning practice
- Consider how service specifications can be written to support and empower third sector organisations to respond creatively and create real choice in services to meet specific outcomes
- Work collaboratively to redesign models of support and meet the outcomes expressed in the service briefs (respond and innovate).
- Embed the approach into locality planning and strategic commissioning processes.

The Building Capacity Working Group will not be established until a number of Key Project Milestones have been met

Our approach

To effectively undertake a gap analysis of the services we provide we must firstly build a model of comprehensive support which can be used to assess needs, gaps and alignment to each strategy. Through a brief review of the existing commissioned services and strategies, the below is a starting point for such a model of support, which will be built on following the mapping exercise and subsequent consultation. Putting the person at the heart, we look at the quality of life domains (outcomes) which would be supported by commissioned support and the range of interventions which may be considered to deliver these



To live independent and healthier lives, all people should be able to experience these outcomes. Some groups or communities will have particular needs or experience barriers in accessing services and support. Each locality or strategy (Dementia, Carers, Mental Health etc) will therefore require different interventions or prioritise differently.

This approach is evolving and will require careful consideration, this will be taken forward by the building capacity workstream and will form part of consultation plans to ensure that

the final model represents a consensus between commissioners, providers, and supported people on the complete range of interventions which may be required to enable people to live as independently in their own homes or a community setting. This will provide a future framework from which we can assess gaps and duplication and will also align to the good conversations and holistic needs assessment tools (including the POSA)

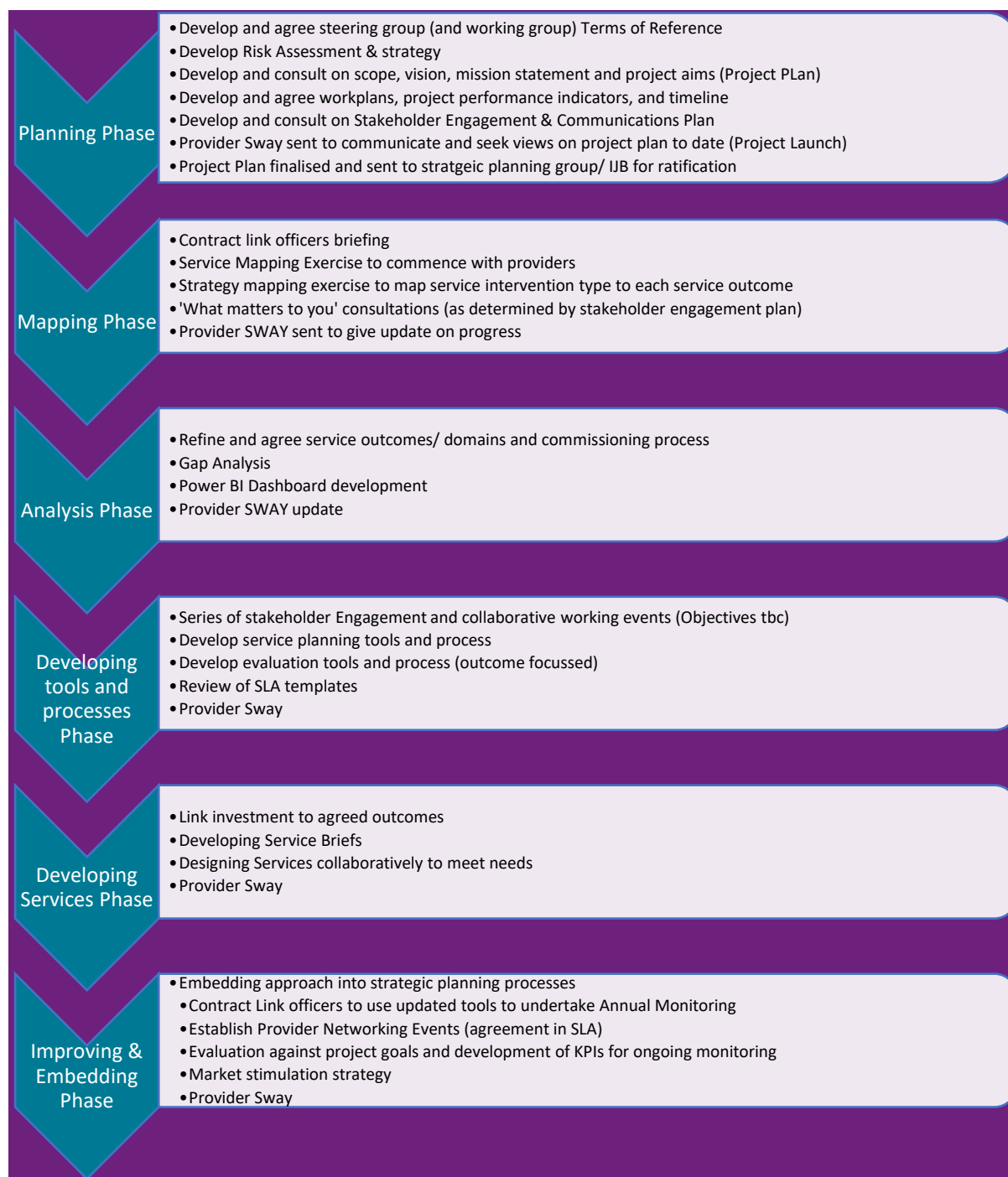
The interventions cannot be achieved by a single provider, success will require collaboration and new models of service provision which build on community assets and approaches such as social prescribing, the Wells and Local Area Coordinators.

This model enables more specific interventions to be added, adjusted or deleted over time as strategies are reviewed or dependent on local needs. Using this approach could strengthen innovation and collaboration to solve specific problems.

It may also provide the key to enabling service user feedback to feed into the strategic planning process by evaluating the extent to which each outcome is met by the provision of particular interventions and asking particular service user groups 'what matters to them' in relation to each of the areas.

Key Milestones

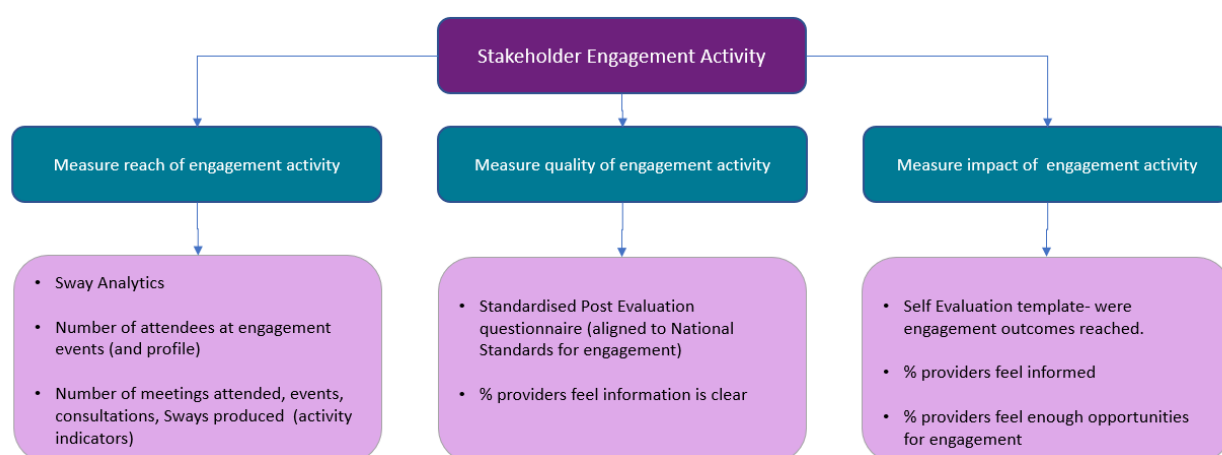
The project will be delivered in six phases, each phase will offer opportunities for engagement and participation which will be detailed within the stakeholder engagement plan. The diagram below is for illustrative purposes only and will be refined and updated when the working groups are launched and agree their workplan and key milestones.



Measures of success

It is key to the success of the transformation project that we have the mechanisms in place to engage effectively with all stakeholders to collectively reimagine what is possible for third sector services.

To achieve this, the Stakeholder Engagement Group will develop an approach to undertaking engagement, and develop a number of tools to ensure that data and feedback is gathered systematically, and we can evaluate and learn from our activities. The diagram below outlines how we will evaluate the reach, quality, and impact of our communication and engagement activities.



The Transforming Commissioning Group will look to obtain a baseline of provider views on the existing Monitoring and Evaluation process and tools, this will help to identify challenges and also enable progress to be measured against these areas on conclusion of the project.

The steering group will measure and have oversight of the overall project schedule, key performance areas and risks, appropriate management of these indicators will indicate the overall success of the project. (See Appendix 3 for Steering Group Performance Template).

All Working group and Steering Group Evaluation plans will be fully considered and developed as the project progresses and individual workplans are detailed in full.

Consultation

This document has been informed by obtaining feedback from all steering group members and grant funded providers. The draft project plan was circulated to all grant funded providers in November 2021 with a short eform in order to collate feedback.

This final plan was approved by the Steering Group in January 2022.

Appendix 1

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:			
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 2

Current Health and Social Care Grant funded Third Sector Organisations included within the scope of this transformation plan are listed below. The stakeholder engagement plan will have a wider scope to ensure that meaningful consultation can take place with all potential future providers of support.

1. Abbeyfield Kirkcaldy Society Ltd
2. Abbeyview Day Centre
3. Age Concern Cupar
4. Later Life Choices Glenrothes
5. Alzheimer Scotland
6. Arden House
7. Asian Older People Group
8. Auchtermuchty Midday Club
9. Auchtermuchty Old Peoples Welfare
10. Autism In Fife
11. Barnardo Scotland
12. Barony Housing
13. Care & Share Companionship
14. Castle Furniture
15. Citizens Advice Rights Fife
16. Continuing Care North East Fife
17. Crossroads (Fife Central)
18. Cruse
19. Dalgety Bay Day Care Association
20. Day Centre Services Ltd
21. Deaf Blind UK
22. Dementia Services Development Centre
23. Disabled Persons Housing Service Fife
24. Dunfermline Advocacy Initiative
- 25.
26. Enable
27. ENERGI
28. Equal Voice in Central Fife
29. Express Group
30. Falkland Church Lunch Club
31. Fife Alcohol Support Service
32. Fife Boomerang
33. Fife Carers Centre
34. Fife Chinese Older People
35. Fife Circles Network
36. Fife Day Care Services Ltd
37. Fife Employment Access Trust
38. Fife Forum
39. Fife Rape & Sexual Assault centre
40. Fife Shopping & Support Services
41. Fife Voluntary Action
42. Fife Young Carers
43. FIRST
44. FOOD TRAIN
45. Homelands Trust
46. HOMESTART GLENROTHES
47. IncludeME
48. KASP (Kingdom Abuse Survivors Project)
49. Kindred Advocacy
50. LEAD - Scotland
51. Link Living
52. MARIE CURIE CARE
53. Mid-Fife Newstape
54. North East Fife Befriending Project (LINK)
55. One Stop Shop - Scottish Autism
56. Pain Association Scotland
57. PAMIS
58. Peace of Mind
59. Penumbra
60. People First
61. Quarriers
- 62.
63. RNIB Pathway
64. Safe Space
65. Samaritans Dunfermline
66. Samaritans Kirkcaldy
67. SAMH
68. SCOTTISH CARE
69. Scottish Huntingtons Association
70. Seescape
71. Strathmiglo & District Lunch Club
72. Support in Mind Scotland
73. Talk Matters

Appendix 3: Steering Group Update

PROJECT PERFORMANCE REPORT

Report to:	<i>Project Steering Group</i>	Project title:	<i>Reimagining Third Sector Commissioning Project</i>
Date of report:	<i>dd/mm/yyyy</i>	Planning Coordinator:	<i>Nicola Broad</i>
Report author:	<i>Nicola Broad</i>	Project Sponsor:	<i>Fiona McKay</i>

Executive summary

Narrative Summary of Status	Schedule:	RED / AMBER / GREEN	Performance:	RED / AMBER / GREEN	Risks:	RED / AMBER / GREEN
<i><Provide a succinct summary of the project status with a Red, Amber, Green (RAG) status. This summary should be brief, and give executives an at a glance understanding of the project status. ></i>						

Milestone Status

<Provide the status of each project milestone, with the expected completion date.>

Project Milestones	Status	Expected Completion Date	Actual Completion Date	Issues Exist (Yes/No)
<i><Project Milestone name></i>				
<i><Project Milestone name></i>				
<i><Project Milestone name></i>				
<i><Project Milestone name></i>				

Status of planned activities

Planned accomplishments in this period:

- < Insert bullet list of accomplishments >

Planned but not accomplished:

- < Insert bullet list activities planned but not accomplished >

Planned actions for the next period:

- < Insert bullet list actions for the next period >

Project Risk Summary

Any Red or Amber risks for discussion at steering group

ID	Risk Description	Mitigation Actions	Current Risk Score
<ID>	<If x happens there is a risk that....>	Bullet point list	

Key Performance Indicators

Key Activity Indicators

The following indicators are cumulative and will increase as the project progresses, providing an overview of key activity to date.



Key Satisfaction Indicators

The following key indicators will change depending on the phase of the project but are likely to include:



Complaints

Number and nature of any complaints relating to the project

Decisions required

- *< Insert bullet list decisions/ items for the steering group to consider at the meeting >*

Appendix

< Insert list of documents including working group updates