

Reimagining Third Sector Commissioning

*Summary Analysis of provider feedback on Stakeholder Engagement
Framework and Communication Plan*



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Introduction & Methodology

The Stakeholder Engagement Framework and Communications Plan, sets out the approach to planning, delivering, and learning from Stakeholder Engagement activities throughout the Reimagining Third Sector Commissioning transformation project. The document sets out guiding principles, protocols and tools which will be used to support the systematic planning and monitoring of engagement activities by the Stakeholder Engagement Working Group. It was developed to ensure that communications are clear and engagement activities are targeted, purposeful, and effective.

To ensure that the relevant stakeholders had the opportunity to influence and ultimately strengthen the final version of the framework, the draft document was circulated to members of all working groups and to existing grant funded providers on the 22nd of April 2022. We asked people to give their views either via email or by completing a short e-form.

The initial email was followed by another reminder email from the participation and engagement team to ensure that they had received the information and encourage responses. The FVA electronic Health and Social Care Bulletin circulated to providers also contained information on the opportunity to provide feedback. The e-form closed on the 27th of May 2022.

This report provides a summary of the feedback given. Throughout this report analysis is provided as a count due to the small number of respondents.

We would like to take this opportunity to thank all respondents for taking the time to consider the document and provide comment.

It is recommended that the final Stakeholder Engagement Framework & Communications Plan is endorsed by the steering group and the final version uploaded to the FVA webpage.

Responses

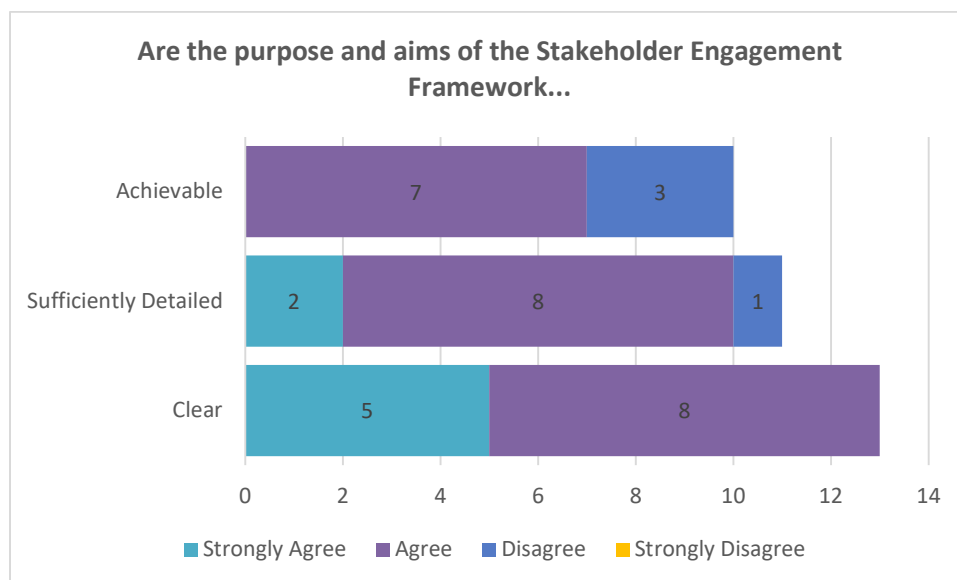
In total 14 responses were received via the e-form, a small number of email responses were also received by the project coordinator, these were from steering group/ working group members. All feedback has been fully considered and has fed into the development of the final version of the plan.

Of those who completed the e-form, 11 participants responded as an individual and there were 3 group responses. The 11 individuals were a mixture of unpaid carers (2), professional working for HSCP (1), professional working for Voluntary Sector Provider (7), a member of IJB/SPG (1). Whilst multiple categories may apply, individuals were asked to indicate the main reason for giving views. Fife Boomerang and Deafblind Scotland Carer Advice Project submitted group responses (and one further unknown group). There was representation from people who lived/ worked in all seven localities.

Analysis

The purpose and aims of the Stakeholder Engagement Framework

The purpose and aims of the framework are set out on page 4 of the document. All 13 respondents agreed that these were clear, 10/11 agreed they were sufficiently detailed, and the 7/10 agreed that the plan was achievable.



Respondents were asked to provide further comment on the purpose and aims of the framework, these are shown in full below:

- *Insufficient details on communication methodology. This will be the key to ensuring the strategy works. Getting to the hard to reach and disengaged is a must. Feedback form to cumbersome.*
- *I have put that I disagree with this being achievable as I think it is near impossible to ensure that all parties will understand that the aims have been met specifically for them.*
- *The purpose and aims of the framework are clear. The commitment to engage and involve all key stakeholders is evident throughout the document and we welcome this approach and look forward to being involved.*
- *Theory ok. I have doubts about the implementation.*
- *I sincerely hope it is all achievable and excellent to see that service user/lived experience is also included. What service users need and want is at the forefront of all services, and decisions should not be made without their views, preferences and needs being listened to and actioned.*

Comments are noted however no changes to the document or tools are recommended as a result. The proposed Planning Tool will support the systematic identification of stakeholder groups, communication requirements, and removal of barriers to participation at each phase of the project. The proposed Self Evaluation tool will be used to monitor the extent to which this is the case and identify improvements. It is the effective implementation of the new tools which is key to success of the framework.

Our Standards

The standards we will use to guide approach to engagement are shown on Page 5 of the document and align to National Standards. Participants were asked to comment on how we have embedded these into our approach for planning and learning from engagement activities. Full comments are shown below:

- The national standards should also align to local needs*
- Seeking continual feedback throughout the process will be important in evidencing and ensuring that engagement is effective and achieving objectives. To date, experience of engagement has been positive and reflects the standards set out.*
- Don't see how departing from national standards could be any improvement.*
- I am pleased to read that inclusion, support and communication are included in the Standards, this will be vital in joint approach*

Comments are noted and no changes to the document and tools are recommended.

Key Engagement Objectives

Page six of the document sets out eight key areas where the project would benefit from engagement with stakeholders, broadly speaking these reflect each phase in the project plan. When planning engagement activities, these high-level objectives will be broken down into a number of specific research questions which will be explored by relevant stakeholders through engagement activities.

All respondents agreed that the eight engagement objectives will enable people to participate at all key stages of the project.

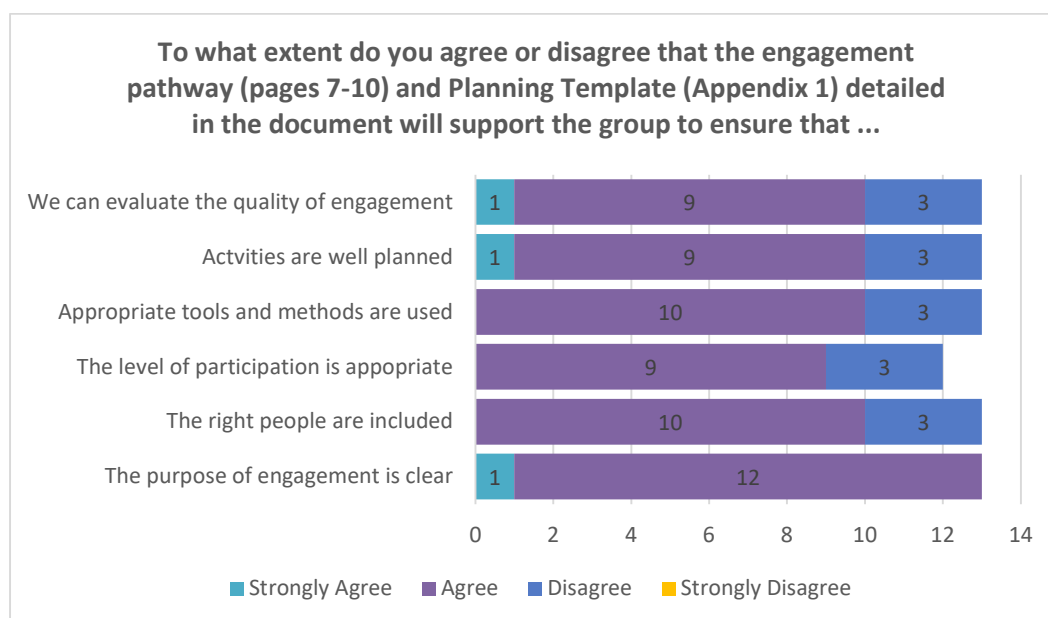
Further comments are shown in full below:

- The objectives and key stages of the transformation project are very clear and it is encouraging to see that at every stage there is a commitment to involving stakeholders both in identifying the gaps but also in designing new service briefs.*
- I await the evidence of real engagement with stakeholders. I am still suspicious that engagement activities/events will be staged for people to attend, when what is needed is for those requiring information to go to where stakeholders already are.*
- The time scale looks achievable without "rushing" through stages and perhaps missing out certain groups*

No changes to the document are proposed as a result of this feedback, it is noted that the Planning Tool will support the identification of relevant stakeholder groups and barriers to participation (including attendance at events) will be systematically addressed at each stage of planning engagement.

Engagement Pathway

Pages 7-10 sets out how we will systematically plan engagement activities at each phase of the project. Appendix 1 details the Planning Tool which will be used to record key decisions relating to the purpose of engagement, who is affected, and how best to engage with each group, using this information the action plan will be completed.



Respondents were invited to give further comment, and these are shown in full below:

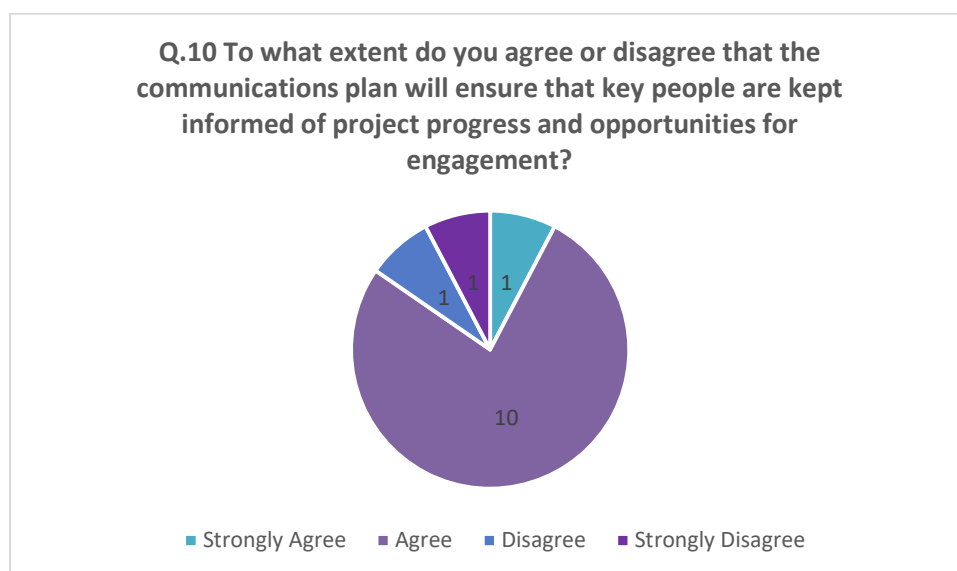
- *Where I neither agree not disagree as I think we can only know further into the project I have put disagree so a difference can be seen*
- *My response looks very negative but there are so many of our service users that do not have any internet access and can only be spoken to face to face or by phone. So as long as I can work with that method it would be ok.*
- *As previously, please do not rely on people attending events or filling in online or postal questionnaires.*
- *Not sure that enough is being done to engage / inform the general public. Too early to judge the effectiveness of tools, activities, participation criteria.*
- *As I commented before, the time frame will allow for measurable goals*

Only one respondent disagreed that all relevant Stakeholder Groups had been included however no further comment was given about who else should be included.

Comments are noted and particularly when planning engagement activities with people who use services (or the wider public), the stakeholder engagement group will consider appropriate methods and record how this has been considered within the Planning Tool. The framework also outlines the mechanisms by which we will evaluate if our methods are effective in reaching the right people. It is concluded that as a result of feedback, changes are not required to the framework and additionally that the mechanisms in place should support effective planning and improvement of engagement activities.

Communications Plan

The Communications Plan (Pages 11&12) sets out how we will keep people informed throughout the project, ensuring that key people are informed of project progress and opportunities for engagement. 11/13 respondents agree that the plan will ensure that key people are kept informed of project progress and opportunities for engagement.



Two further comments were received about the communications plan, shown below:

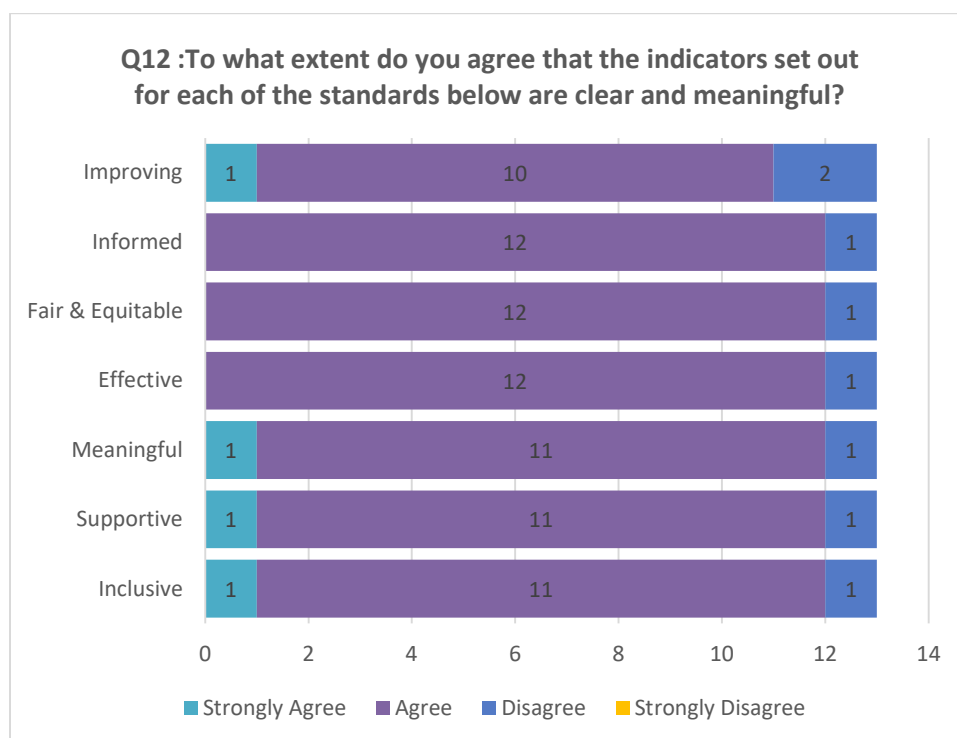
- *Not enough being done to inform and engage with the wider public / service users.*
- *As far as I am aware, stakeholders are being given good opportunities for involvement and engagement, whether that be singularly or as part of a forum*

Whilst it is recognised that to date there has been no opportunities for wider public engagement, this reflects the need to ensure that the right people are engaged with the project at the right time. When the wider public or Service Users are affected by the focus of the engagement, we will endeavour to use the most appropriate means of communication and / or engagement methodologies to ensure that views feed into the process. This may include linking into wider stakeholder groups operating within each locality.

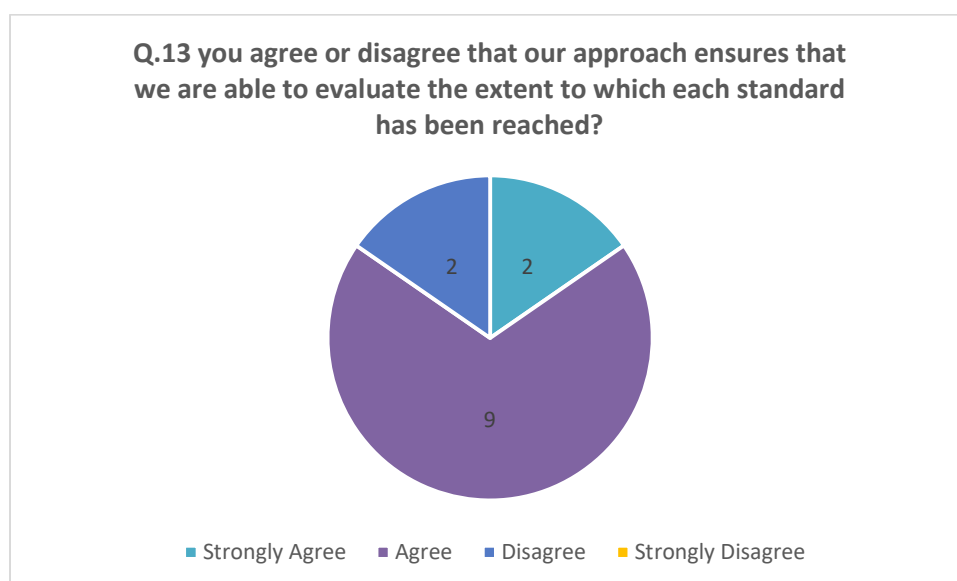
Key Measures of Success

Key measures of success are set out on Page 13. The document details the indicators we will use to evaluate and evidence the extent to which each standard is reached and shows the tools we will use to collect the data for each indicator.

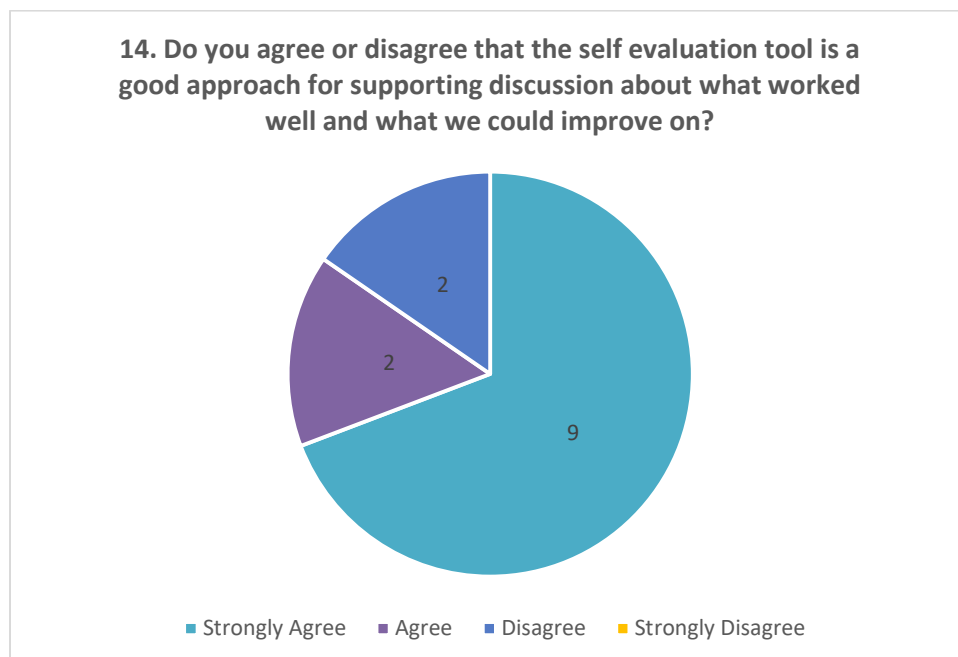
Most respondents agreed that the measures set out against each standard were clear and meaningful as shown below:



In addition, most respondents agreed that the approach will enable us to evaluate the extent to which each standard is being met.



Respondents were asked if they agreed if the self-evaluation tool was a good tool for supporting discussion on what works well and what may not. The overall majority of respondents agreed that it was.

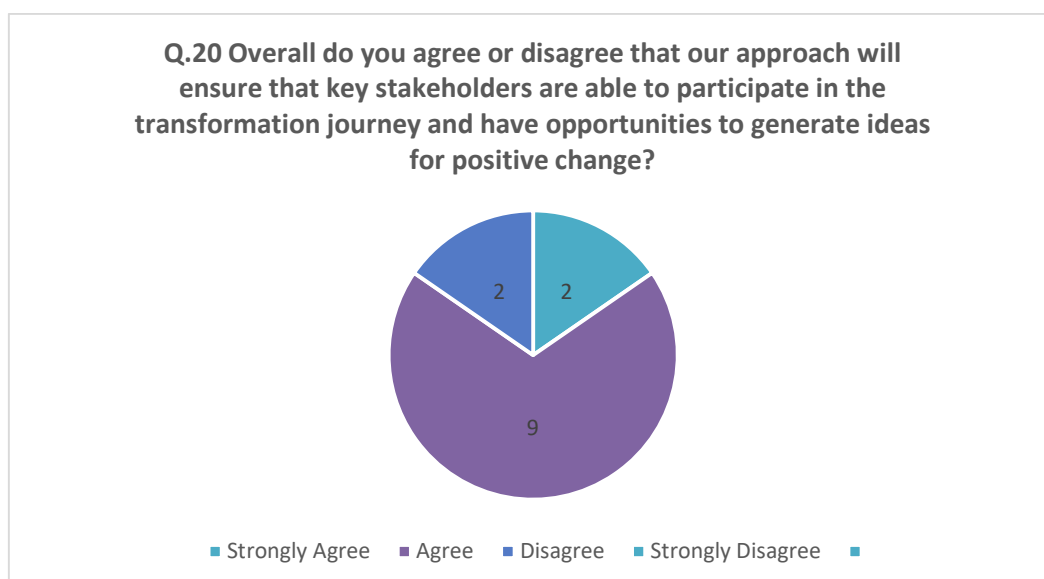


Respondents were asked to comment on our approach to evaluating to what extent standards had been reached, one comment was received as shown below

'looks easy to follow and complete'

Overall Views

The purpose of the framework is to set out an approach which will ensure that we engage with the right people, in the right way at the right time. 11/13 respondents agreed that our approach will ensure that key stakeholders are able to participate in the transformation journey and have opportunities to generate ideas for positive change, as shown below.



Respondents were asked to provide comment on our proposed Stakeholder Engagement Framework and Communication Plan or how it could be improved.

Comments on the plan were largely positive however there are reservations around implementation, full comments are shown below.

In general I feel the Stakeholder Engagement Framework and Communications Plan is very concise and clear.

Q19 I hope this will happen but as yet I am unclear

To date engagement has been on a 1-1 basis or via SWAY with limited opportunity to discuss and feedback with peers. More opportunity to meet with others and hear their views would be welcomed.

I think what appears in the Plan sounds good, and is a good way to progress, but I have seen far too many false starts simply to take this as what is actually going to happen. I admit to cynicism, but hope to be proved wrong.

Not enough being done to engage, use, communicate, and give feedback to service users.

The Stakeholder Engagement Group will be planning workshops over the coming months to ensure that engagement is not solely 1-2-1 or via Sway/ E-forms. This will be communicated to organisations to provide reassurance on this.

Email Feedback

The online form is now closed but certainly from my perspective, the plan very clearly sets out your approach planning, doing, and monitoring for Stakeholder Engagement. There is great depth to the plan and in plain English so it is understandable and easy to follow. (Provider)

A very robust engagement and comms plan (Steering Group Member)

Conclusion and Recommendations

Overall, respondents gave positive feedback about the plan, feedback from the e-form coupled with the positive feedback received via email has provided assurance that the approach we are taking to engagement will ensure that we have a systematic approach to planning, doing and evaluating activities

Other than a few improvements to the wording in the Introduction there are no key changes required to the framework or communications plan and the tools will be used with immediate effect.

Many of the aspects of engagement, particularly around procedural and document changes are complex and the group must continue to ensure that effective participation is supported through information packs

However, it is important to note that there continue to be concerns about how Service Users will be involved in the engagement activities, it is therefore recommended that when completing the Planning Tool and identifying that Service Users are affected by the focus of engagement, that the Stakeholder Engagement Group pay particular attention to discussions around removing any barriers and ensuring that we go out to where people are as opposed to holding separate events.

Feedback to participants

We asked for feedback on the draft Stakeholder Engagement Framework and Communications Plan. It is important that we ensure that participants are informed about how their comments and feedback has been considered and where appropriate, incorporated into the final version of the framework.

This report will be made available on the project webpage and to Steering and Working Group Members, alongside the final version of the Stakeholder Engagement Framework & Communications Plan

A summary of pertinent comments and a link to the full report will also be given in the next provider Sway to show how feedback has been used to influence and develop the final version of the plan.

<i>You said</i>	<i>We will...</i>
<i>If organisations are to support/ facilitate feedback from Service Users they will need appropriate support, guidance and tools to enable this</i>	<i>We will ensure that where we are asking organisations to support with the collection of feedback from service users that we provide appropriate resources and tools to enable this, this will be fully considered as part of our planning process.</i>
<i>We need to make sure that we are reaching people in the right locations (where they already receive services) and not asking them to attend additional events</i> <i>Getting to the hard to reach and disengaged is a must.</i>	<i>We will make sure that people are able to participate in a way that suits them and either go out to where people are, or support organisations to help facilitate feedback on our behalf.</i> <i>The proposed Planning Tool will support the systematic identification of stakeholder groups, communication requirements, and removal of barriers to participation at each phase of the project. The proposed Self Evaluation tool will be used to monitor the extent to which this is the case and identify improvements.</i>
<i>To date engagement has been on a 1-1 basis or via SWAY with limited opportunity to discuss and feedback with peers. More opportunity to meet with others and hear their views would be welcomed.</i>	<i>We will plan workshops/ working groups with providers to discuss and collaborate together on things like SLA templates, experiences of measuring outcomes and applying for funding</i>
<i>Not enough being done to engage, use, communicate, and give feedback to service users.</i>	<i>We will ensure that when Service Users are affected by the focus of the engagement that we plan effective engagement activities. To date, our focus has been around commissioning process and procedures and not services. As a result, Service Users have not yet been identified as being impacted by the focus of the engagement activities.</i>

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

Appendix 1: The Feedback Form
<https://forms.office.com/r/VAv7jcfRdL>