

CRACKING THE CODE

Report of the consultation event on:
Public Sector Code of Practice for
Commissioning Third Sector
Services in Merthyr Tydfil and
Rhondda Cynon Taff

Monday 28th June 2010

Abercwmboui Rugby Club



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Aims

To:

- Consult on the draft Public Sector Code of Practice for Commissioning Third Sector Services in Merthyr Tydfil and Rhondda Cynon Taf
- Identify how to implement the code of practice effectively
- Introduce Fulfilled Lives-Supportive Communities Commissioning Guidance
- Introduce the national Procurement Route Planner for social care
- Launch the Commissioning Project Training Needs Analysis

Presentations

Introductory Remarks

Keith Griffiths, Chief Executive Officer, Rhondda Cynon Taff County Borough Council

Keith highlighted the role of the Local Service Boards in developing a citizen centred model of public service delivery and outlined the plans of the Merthyr Tydfil and Rhondda Cynon Taff ones to work increasingly together. Key to the success of the Local Service Boards is their high level membership, which comprises the chief executives from the Local Authorities, the Health Board, Police Authority, the County Voluntary Councils (Interlink and VAMT) as well as senior officers from the Welsh Assembly Government. This level of leadership will make it possible to take forward the changes required to develop seamless public services for the area.

Setting the Scene

Samia Saeed, Assistant Director of Partnerships, Cwm Taf Health Board

Samia described the background to the Commissioning Policy Development Project, which has its origins in the Healthy Governance Toolkit produced by the County Voluntary Councils in 2007 and the re-launch of the Merthyr Tydfil Compact in 2008. As a result of a successful bid to the Teaching LHB's Big Idea Fund (the only grant awarded to a third sector project), Voluntary Action Merthyr Tydfil and Rhondda Cynon Taff were able to employ a Commissioning Policy Development Project Officer in 2009.

Project Outcomes:

- Improved commissioning and procurement arrangements
- Better information and support for officers involved in commissioning
- More engaged and better prepared third sector organisations
- More citizen centred services provided on a “who does what best” basis
- Improved business relationships

Project outputs:

- Review of good practice in Wales and the UK
- Code of Practice for the Third Sector
- Web based Commissioning Toolkit
- Policy implementation including training
- Policy development – “Joint Public Services Policy”

“Getting it right transforms lives. Getting it wrong creates heartache for service users, wrecks council budgets and is bad news for providers of care.”

Samia also highlighted the importance of the third sector's role in commissioning and reminded us of the impact that commissioning has on people's lives.

A copy of Samia Saeed's presentation can be found on www.vamt.net/projects/commissioningproject and www.interlinkrct.org.uk

Introduction to Fulfilled Lives – Supportive Communities Commissioning Guidance

Steve Vaughan, Head of Partnerships in the Office of the Directorate of Social Services for Wales

Steve updated us on the progress of the Fulfilled Lives – Supportive Communities Consultation Guidance which, following extensive consultation, is about to be launched very soon. He also outlined future plans to implement the guidance including a national programme of training and support.

He emphasised the importance of the third sector's role in reaching marginalised communities, harnessing community effort and informing specialist service design. Against a background of future funding cuts to the public sector, he urged partners to work even more effectively together and "to be gentle with each other."

Steve congratulated Merthyr Tydfil and Rhondda Cynon Taff on previous collaborative work such as the Joint Equipment Store and on the partnership nature of the Commissioning Project. He commented that the progress made by the Project placed us ahead of many other areas in Wales.

Consulting on the Code of Practice

Margaret McLaughlin, Commissioning Policy Development Officer, Voluntary Action Merthyr Tydfil and Rhondda Cynon Taff

Margaret highlighted the link between the problem areas identified to the development of a citizen centred model of public service delivery in Wales in the Beecham Review of Local Service Delivery (2006) and the barriers to effective commissioning of third sector services identified for this project. By addressing the barriers to effective commissioning from the third sector, this project will also address the challenges of culture, capacity and complexity identified by Beecham to the development of a citizen centred model of service delivery. It will also contribute to improving commissioning overall and to the development of a joint public services policy. As well as having these aims, the Code of Practice's features include:

- Principles that underpin commissioning; and Principles that underpin funding relationships between public and third sector organisations
- Institute of Public Care's Commissioning Framework (Analyse, Plan, Secure Services and Review)
- 17 Checklist with undertakings for both sectors
- Being complementary to good practice and most notably the Procurement Route Planner for social care and the Partnership Support Unit's Commissioning Support Package
- An emphasis on local practice including good practice

She also highlighted the unifying themes in the document such as effective partnership working, a focus on outcomes for citizens, consistent stakeholder engagement and the need to plan well ahead. She argued that although the Code of Practice is challenging, it will be possible to implement so long as we:

- Identify and build on current good practice (of which there is plenty)
- Learn from elsewhere (most notably the Procurement Route Planner for social care)
- Take a highly strategic approach – for example, complete a consultation and engagement framework for the area; embrace and adopt an outcomes based framework; identify key processes that can be standardised; and increasingly integrate partnership working

Margaret explained that the key questions for today are:

- What do you think should be in the Code of Practice?
- What do you think we need to do to ensure that the Code of Practice is implemented effectively?

She urged people to complete the Training Needs Analyses in their packs and to answer the question on the Evaluation Forms about what they thought the Commissioning Toolkit should include.

33 Evaluation Forms and 29 Training Needs Analyses were completed.

A copy of Margaret McLaughlin's presentation can be found on www.vamt.net/projects/commissioningproject and www.interlinkrct.org.uk

Introducing the Procurement Route Planner for social care **Sue Lloyd Selby, Value Wales**

Sue explained the purpose of the Procurement Route Planner as a support mechanism for the implementation of the Fulfilled Lives-Supportive Communities Commissioning Guidance and talked us through its different sections: Contents; Legislation; Strategy and Policy; Analyse; Plan; Secure Services; and Review.

Sue emphasised that commissioning should lead procurement and that procurement practice should then inform commissioning.

The Route Planner is a uniquely comprehensive resource that is freely available to all. It includes pages on the third sector in Wales, TUPE, decommissioning, outcomes based commissioning frameworks and much more. The wealth of information it contains will also include useful templates for different stages of the commissioning journey and good practice case studies from Wales for others to learn from. Sue congratulated Merthyr Tydfil and Rhondda Cynon Taff on the progress they had made with this Project, which she described as an exemplar. She hoped that we would submit a description of the Project for inclusion as a good practice case study to the Procurement Route Planner.

The PRP for social care can be accessed at <https://www.buy4wales.co.uk/PRP/>

Consulting on the Code of Practice Carousel Exercise

First Impressions

First of all, participants were asked to identify what they liked and disliked generally about the Code of Practice.

Like	Do not like/ reservations
<p>Group 1</p> <ul style="list-style-type: none"> • Practical tool • Sets the platform • Gives a structure – reduces silo working • Very informative – able to relate to from third sector perspective • Seems positive • Useful for levelling the playing field • Clarity is positive – helps to demystify • Easy read 	<ul style="list-style-type: none"> • Needs further breakdown to ensure access
<p>Group 2</p> <ul style="list-style-type: none"> • Good idea in theory • More uniform approach is helpful • Will help to open dialogue between commissioners and providers • Outcomes base is useful but need to be clear with partners what we mean (can we increase awareness of Results Based Accountability?) 	<ul style="list-style-type: none"> • Will it be used? • Too long • Difficult to relate to practice • Need to make sure it does not conflict with other practice • Would greater honesty lead to more tension? • Procurement links between the Local Authorities and Local Health Boards need strengthening • Stronger links and controls need to be adopted by middle managers • The time and effort needed to fully develop a tendering process • More clarity over performance expectations of service providers
<p>Group 3</p> <ul style="list-style-type: none"> • Joined up approach • Checklists • Clear to read • Common sense • Logical • Easily cross referenced • Enable compliance to be achieved • Good links made to relevant policy • One document 	<ul style="list-style-type: none"> • Lengthy document • Will it promote more third sector commissioning? • Pull out more C15 and C21 • How does it link to implementation? • May need to be broken down and made simpler • What is it meant to do? • How will it affect current practice and build on good practice?

<ul style="list-style-type: none"> • Tool to drive to change 	<ul style="list-style-type: none"> • This is the theory – how will it be put into practice?
<p>Group 4</p> <ul style="list-style-type: none"> • Building consortia/ partnerships • Ensure equally applicable to HSC • Useful to focus on social care using examples • Useful checklists • Outcomes focus • Talk to partners 	<ul style="list-style-type: none"> • Increase in competition • Who is the guidance for? • Why is it called commissioning? • How does it affect health? – there is an emphasis on health and social care • Needs to link into shared services project • External partners' input – there is a need for operational and strategic level input; filter at all levels • Outcome measured by the public sector • Strain on voluntary sector and other sectors • Competitive dialogue with voluntary sector
<p>Group 5</p> <ul style="list-style-type: none"> • Connects with all local guidance and national strategy • Doesn't reinvent the wheel – easy and clear • Transparency provided by the Code • Actions for commissioners and providers • Follows IPC model • Gives confidence to third sector organisations • Involving third sector organisations in the dialogue 	<ul style="list-style-type: none"> • Connections with procurement route planner? • Could create inflexibility • Could add to complexity • Capacity of third sector organisations to follow the Code • Could exclude some smaller organisations

Comments on the Principles and Checklists

What do you think the Code of Practice should contain?

Participants responded through group discussion on different sections of the Code of Practice.

Principles

Overarching Commissioning Principles

There was general approval of the overarching commissioning principles.

Principles underpinning relationships with the third sector

1. Delivery of Strategic Policy objectives - Agree
2. Respect for the third sector's independence - Agree
3. Early and constructive dialogue - Agree

4. Timely decisions - As a principle agree but...delivery is a concern. Health Authority, Health Boards and Welsh Assembly Government need to synchronise budget timings/allocations.
5. Security of funding - Agree in principle but...difficulties will arise because Local Authority has no forward commitment for money from Welsh Assembly Government. Local Authority acknowledges better value for money in awarding longer term funding.
6. Fair funding levels - Agree with principle but next few years are critical climate; need to emphasise 'equity' within this statement; change "allowed" to 'given'.
7. Full Cost Recovery - Agree but need explanation within the glossary – to ensure common understanding with commissioners' parlance; if not applied, then services won't be sustainable.
8. Fair procurement - Wording unclear; to be based on overall price not individual costs; consider combing this principle with 7 as if full cost recovery is agreed then this principle is then not unclear.
9. Payment in advance - Agree principle but "where clear need is demonstrated"; agree for start up costs including capital; need agreed timescales (quarterly etc.) for discharging payments
10. Fair and reasonable treatment - Agree as a principle but 'fair' and reasonable' are open to interpretation; change "..... that would lead to " which may lead"
11. Joint approach to monitoring and evaluation - Agree but regarding C96 for detail, consider whether need to make the principle explicit, e.g. "the simplest outcome – based procedures".
12. "Who does what best" – reorganise expertise by ... narrative has two separate points – the last line would need to be separated out as a new principle.

New ideas/ additional comments:

Principle 17 - "Implementation of fair, effective and timely dispute resolution."

Checklist 1 Managing the Commissioning Process

C5 More detail required on having a procedure in place for dealing with conflicts of interest.

New ideas/ additional comments

- Timeframe
- Common Systems
- Decommissioning
- Funding issues : C20 Should include clarification regarding consortia, seniority of those involved who can make decisions – link to C20

Checklist 2 Analysing Needs

C11 Queries about what this means and the need to add "economic"

C14 give a time frame for consulting – not done well at the moment, it should not be a rubber stamping

New ideas/ additional comments:

- Link to provider business plans
- Holistic approach
- Joined up analysis between Health and Social Services

- Goal mapping with client

Checklist 3 Service Mapping and Resource Mapping

C15 Big not always beautiful – small providers can do a good job. However understanding potential providers in the market is a huge task.

C16 & C17 Link back to review and monitoring.

C19 Add business plans and involve organisations

C20 Yes please

New ideas/ additional comments:

- Share mapping information – needs to be more explicit

Checklist 4 Gap Analysis and Options Appraisal

There was no time to discuss Checklist 4

Checklist 5 Establishing a commissioning method

C26 Understand the difference between grants and SLAs/ contracts etc..

New ideas/ additional comments:

- This section needs to be clearer/ emphasis changed regarding what, who, which grants
- Decommissioning – needs a section re roles and responsibilities
- Not just grants to consider for third sector organisations, other funding options need to be included in here.
- This needs to be a commissioning framework for all organisations not just third sector
- Grants - issue with 'new' projects; smaller organisations' ability to go for/apply for grants; Full cost recovery; Exit strategy; Minimum term of contract; larger organisations grants may not be appropriate
- Needs to be clearer, simplified and standardised
- More focussed on process

Checklist 6 Producing a Commissioning Plan

C30 Effective dialogue - how will this work for third sector organisations?

New ideas/ additional comments:

- Include writing an exit strategy
- Refer to national PQQ Database
- Need to highlight examples of "best practice" in terms of projects plans/commissioning plans
- Is this the next step?
- Standardise processes
- Do we need to write another plan? - number of plans already in place – project planning framework

Checklist 7 Developing a Procurement Plan/ Contract Action Plan

C38 Needs to be more emphasis on reducing workload on smaller organisations; encouraging third sector organisations appears to be discriminatory

C39 Preferred providers list needs clarification

TS33 More emphasis on this
 TS34 PQQs need to be streamlined

New ideas/ additional comments:

- Sharing working examples with third sector organisations

Checklist 8 Writing Service Specifications

C48 Does everyone understand the definition of an outcome? Also, outcomes need to be agreed.

New ideas/ additional comments:

Third Sector

- Highlight the fact that third sector expertise can reform development of service specifications
- Consider whether third sector organisations should come together to inform service specifications.

Commissioners

- Service specifications needs to facilitate joint working across a number of third sector organisations if one cannot provide all of the specifications
- Bring third sector organisations together to discuss service specifications
- Checks and balances need to be made clear, expectations of each partner

Checklist 9 Publishing Funding and Contract Opportunities

C51 Add “Sell to Wales” to this column too

C52 Emphasise the role of third sector networks and forums

New ideas/ additional comments:

- Online tendering service - one stop shop, training and support on existing sites (eg auto)
- Clarity and costing of added value in commissioning/code of practice
- Defining public service – what we do/what we buy?
- Understanding of voluntary sector challenges – impact big lottery
- Defining boundaries and implications of voluntary sector
- Joint Planning initiatives in Code of Practice
- Which contracts can this be applied to?
- What is dialogue and f.....?

Checklist 10 Pre-Qualification

Question – change “ensure that” to “help/ assist with capacity”

Checklist 11 Invitation to tender or submit an application

Question – query re “ensure”

C62 Query next to “light touch”

New ideas/ additional comments:

- One representative needed for the voluntary sector – conduit/advises (VAMT/interlink)
- Long time/investment - one channel to connect to, disseminate information, work with commissioning group link into framework, holistic approach to NHS too

- Gap in required standards for the third sector. Opportunities available i.e. meet the buyer
- Raising standards for voluntary organisations
- Reactive and proactive process in terms of quality
- More ability to share best practice – small and large organisations

Checklists 12 Establishing Contract and payment terms; 13 Evaluation and Clarification of tenders and applications; 14 Award of Contract or Agreement

There was no time to discuss Checklists 12,13, 14,

Checklist 15 Market Development and Capacity Building

C91 How many should take place? They need lots of planning and would need to be scheduled in well in advance

TS73 Not everyone fits specific categories. Explain why they should register

New ideas/ additional comments:

Providers need to do more together to link and share best practice

Checklist 16 Contract and Performance Monitoring

C97 Should also be in the third sector column

C99 Standard reporting procedure should be in place not “working towards”

C102 A proactive approach is the exception rather than the rule at the moment; commissioners need to understand third sector organisations better. There should be a means of specifying good performance and review of contract should be strengthened with responsibility on the provider

TS79 Should also be in the commissioners’ column. It should be made clear that it is important to consider the value of the contract

TS86 Query about how innovative you can be

Checklist 17 Evaluation and Review

TS88 Not all service users want to give feedback

C110 Important that discussions are taking place long before the review stage on their preventative impacts

C110 and C111 How do they fit with financial regulations?

C111 Issues re employment, depends on terms of contract, needs to be part of a wider process over a longer period of time

C112 Too weak – join to C111 and strengthen. Consider wider impacts

C113 Responsibility of third sector providers to deliver against the contract; responsibility of the contractor to put poor performance right

New ideas/ additional comments:

Difficult to capture distance travelled in a box

Implementation Exercise

What do you think we need to do to ensure that the Code of Practice is implemented effectively?

Here is a list of the responses given to the question in order of priority as voted on by participants. You will notice that a number of themes were grouped under one heading in order to make the prioritisation exercise more manageable:

- **Training for commissioners and providers** (including: training for strategic partnership groups; statutory sector officers who undertake tendering and procurement; how to submit successful tenders; capacity building especially for smaller organisations; procurement regulations for third sector organisations; awareness raising generally; joint training for commissioners and providers.) **30-34 votes**
- **Make strategic use existing third sector networks and forums and look to include those not attending so far to cascade good practice** (including: third sector representatives to sit on “Commissioning Strategy Project Board”; and ensure dissemination of commissioning information to smaller organisations and groups; need to have multiple cross sector launch events in community locations that are accessible and informative) **20-24 votes**
- **Interlink and VAMT are the recognised portals to connect with the third sector in relation to commissioning** (including: clarity and consistency from County Voluntary Councils; and clarity about what support is available) **15-19 votes**
- **Organisations need to formally sign up to the Code of Practice** **15-19 votes**
- **Standardise commissioning processes across the board** (including single, standard operational framework across organisations; develop joint commissioning and procurement practices across organisations; an agreed common operating framework) **10-14 votes**
- **A critical mentoring/ monitoring group** to support the use of the Code, share learning, capture good practice and problem areas linked to a first year review (including: maintain collaborative approach to help embed in the culture of the different partner organisations; develop local focus groups to discuss the way forward and share good practice/ champion/advocate) **10-14 votes**
- **Develop clear channels of communication such as through a website** (including: facilitate greater engagement in the implementation; a structure in place that facilitates communication processes enabling all partners’ participation; dialogue, clarity and simplification) **10-14 votes**

- **Ensure no conflict with current internal rules regarding procurement already in place** (including: link to the 13 FL-SC Commissioning Standards) **10-14 votes**
- **Who's accountable?** **10-14 votes**
- **Complete the project, then synchronise with WAG's work so that it becomes a Wales wide resource** **10-14 votes**
- **Existing variety of documentation is a huge barrier to overcome** **5-9 votes**
- **Review process** (including: detailed review and critique of the checklists by commissioning teams and third sector organisations – need to walk ourselves through the process to ensure it is fit for purpose; an independent evaluation of the Code of Practice, which will help it to be sustainable) **5-9 votes**
- **What happens if it is not implemented?** **5-9 votes**
- **Showcase the benefits to engage people** (including: use case studies and good practice to improve understanding) **5-9 votes**
- **Build solutions into the Code such as Ffynon and Daffodil** **5-9 votes**
- **Adopt, implement and enforce** – a dispute resolution process should be part of the package for both areas **5-9 votes**
- **Gain an agreement on the third sector engagement process for implementation** **5-9 votes**
- **Who can deliver cheaply? Value for money barrier** **0-4 votes**
- **Current financial situation is a barrier** **0-4 votes**
- **Incorporate feedback from consultation and circulate the revised document** **0-4 votes**
- **Realistic measures that can be implemented – do not create false hope, proceed with caution** **0-4 votes**
- **Added value should be incorporated into the decision making (not included in the voting due to an error)**
- **IT barriers (not included in the voting due to an error)**

Next Steps

Alistair Neill, Chief Executive Officer, Merthyr Tydfil County Borough Council

Alistair drew attention to the timeliness of the event. Given the public service funding cuts on the horizon, it was the right time to be thinking radically about how to deliver public services. Services that were now considered to be costly were likely to be simply unaffordable in constrained financial times. Working in partnership with the third sector mattered now more than ever and there was a need to build on the positive dialogue that had taken place today.

Alistair thanked those involved in running the event as well as the speakers.

The Plan.....

- The key messages from the event will be taken to the joint meeting of the Local Service Boards in July
- The Code of Practice will be completed on the basis of the consultation responses and taken to the November joint meeting of the Local Service Boards for approval
- It is expected that the Code of Practice will then be adopted by partner agencies
- There will be a launch event for the Code of Practice and other Project outputs at the beginning of 2011
- The Training Programme will be developed on the basis of the results of the Training Needs Analyses
- The web based Commissioning Toolkit will be developed
- Discussion of a joint public services policy will continue to take place at the Project Steering Group in liaison with the Merthyr Tydfil Compact and the Local Service Boards

Thank you

Thanks are due to the following:

- Abercwmboi Rugby Club

Speakers

- Keith Griffiths, CEO, RCT County Borough Council
- Samia Saeed, Assistant Director of Partnerships, Cwm Taf Health Board
- Steve Vaughan, Head of Partnerships in the Office of the Directorate of Social Services for Wales
- Sue Lloyd Selby, Value Wales

- Alistair Neill, CEO, Merthyr Tydfil County Borough Council

Facilitators

- Ceri Thomas, Merthyr Tydfil, County Borough Council
- Sarah Andrews, Rhondda Cynon Taff County Borough Council
- Darryl Clarke, Cwm Taf Helth Board
- Lindsey Richardson, Cwm Taf Health Board
- Des Kitto, Cwm Taf Health Board
- Nicola Davies, Cwm Taf Health Board
- Rebecca Luffman, Cwm Taf Health Board
- Simon James, Interlink
- Maria Abson, Interlink
- Maria Prosser, Interlink
- Anne Morris, Interlink
- Joanna Markham, Interlink
- Alison Harris, VAMT
- Sharon Richards, VAMT
- Carol Evans, VAMT
- Pam Lucas, VAMT

Further information

You can still comment on the draft Code of Practice until 31st July 2010 through partners' websites and intranets:

www.vamt.net

www.interlinkrct.net

www.wales.nhs.uk/sitesplus/865/

Merthyr Tydfil CBC Intranet

Rhondda Cynon Taff CBC Intranet

The Commissioning Project's Good Practice Review and Barriers and Issues table can be accessed on the VAMT and Interlink websites:

www.vamt.net

www.interlinkrct.org.uk

The PRP for social care can be accessed at <https://www.buy4wales.co.uk/PRP/>

The Partnership Support Unit/ SSIA Commissioning Support Package can be accessed at www.psucymru.org.uk

Fulfilled Lives-Supportive Communities Commissioning Guidance consultation can be accessed at <http://wales.gov.uk/docs/dhss/consultation/090904fulfilledlivesen.pdf>

Margaret McLaughlin, Commissioning Project Development Officer can be contacted at VAMT on E: Margaret.mclaughlin@vamt.net Tel: 01685 353920

Appendix 1: Evaluations

33 Evaluation Forms were returned. Participants were asked to rate various aspects of the event on a sliding scale of 1(lowest score) to 5 (highest score).

1. Suitability of the venue:

5 = 75% 4 = 24% 3 = 1%

Comments:

- Easier to hear with microphones (x 3)
- Need microphones on due to air conditioning
- Very good venue
- Needed breakout rooms
- Easily accessible
- Central location with good facilities for parking
- Great venue though conflicting directions on the website
- Very good
- Excellent
- Lovely event venue

2. Presentations

5 = 39% 4 = 59% 3 = 2%

Comments:

- It would have been helpful if the RCT CEO had make a closer link between the Project and the LSBs
- Cohesive and clear
- Clear and informative
- A lot of content in a short space of time
- Clear and concise
- Repetitive
- Very clear

3. Carousel Exercise on the Code of Practise

5 = 2% 4 = 56% 3 = 41% 2 = 1%

Comments:

- Not enough time (x 10)
- Not enough time to get to grips with any one topic
- Facilitators should have moved rather than the groups(x2)
- Sometimes specifics were taken out of context of the process
- Very useful to gain clarity
- Most very good though one facilitator spoke too much
- Really valuable but not enough time
- Partially beneficial

- Encouraged discussion

4. Implementing the code of practice exercise

5 = 18% 4 = 58% 3 = 24%

Comments:

- Helpful
- Confusing and rushed
- Great and really effective for keeping people engaged before lunch and really good way to prioritise from a large group
- Took too long
- Needed more structure
- Very good – good parking

5. What did you find most useful?

- Discussion around the content of the Code- useful for familiarisation and thinking around effectiveness in practice.
- Presentations and Carousel
- Networking
- Networking and general discussion
- Sharing experiences of procurement and fears
- Cross section of people involved
- Both exercises
- Developed an understanding of voluntary sector
- Ideas about implementation (x 2)
- Presentations (x 3)
- Sharing thoughts about the consultation with other professionals
- Exploration of what commissioning is all about
- It was all very useful
- All relevant
- Mixed discussion with both third sector and commissioners
- This has started the thought process – lots of training required though
- Carousel discussion

6. What do you think could have been better?

- 39% felt that they would have liked more time
- One of the facilitators was arguing with group members' input, which was not their role.
- The Carousel Exercise – more time (x 2)
- Room was too noisy for groups to work effectively
- Sound (x 2)
- Introduction of the document and its purpose
- Perhaps a full day (x 2)
- Some groups dominated by individuals and needed stronger chairing

“It was all very useful”

7. Commissioning Toolkit

What do you think needs to be included in the web-based Commissioning Toolkit?

- Interactive version of the Code
- More in depth version of the Code
- Worked examples to help
- Appeared very comprehensive
- Step by step guide
- Case study examples
- The Code of Practice and all related documentation
- Useful links – e.g. to PRP for social care
- Case studies of where things have worked well
- Forum for information and best practice sharing
- Frequent Qs and As for commissioners and those tendering for opportunities
- Glossary of terms
- Identifying other organisations with whom to collaborate to submit tenders
- Easy hyper links
- Smooth journey through the process
- Process for de-commissioning
- Explanation of added value
- Links on guidance and training
- Clear explanation of use
- Strengthened evaluation and user involvement

“Good event and good discussion”

8. Have you any other comments?

- Facilitators were approachable. I have a lot of training and a journey to travel but it was well worth it
- Interesting event – very informative
- Great event – it would have been great to have some more time to explore each section in depth
- All of it very informative – great to see cross sector involvement, good to explore issues together from both sides of the table
- Really be clear as to how, where and when the service user should be engaged – this is vital but could easily be forgotten. Perhaps additional guidance needed
- Time scales could be useful. Perhaps minimum timescales for some of the individual criteria in CoP to assist meaningful, early constructive dialogue
- Thank you – an informative and successful event
- I think you tried to squeeze a day’s activity into half a day

- Excellent to have Health Board and CBCs together – this must happen when commissioning
- Good luck!
- Hardest part is the implementation
- Fantastic opportunity to implement a meaningful Code of Practice that public and third sector organisations are able to navigate
- Less time on presentations and more on the Carousel
- No need for lunch – could have saved money
- Good event and good discussion
- Training is vital – whole process seems daunting
- Whole event good

“Fantastic opportunity to implement a meaningful Code of Practice that public and third sector organisations are able to navigate.”

“Excellent to have Health Board and the CBCs together – this must happen when commissioning”

Appendix 2: Programme



Cracking the Code

A consultation event for public and third sector organisations in Merthyr Tydfil and Rhondda Cynon Taff on the Public Sector Code of Practice for Commissioning Third Sector Services

**Monday 28th June Abercwmboi Rugby Club,
Cardiff Road, Aberaman, Aberdare, CF44 6AX.
9am -1pm (followed by lunch)**

Programme

9.00	Arrival and coffee
9.30	Welcome Keith Griffiths, Chief Executive, Rhondda Cynon Taff County Borough Council
9.35	Setting the scene, Commissioning Project Introduction and Overview Samia Saeed, Cwm Taf Health Board
9.45	Key Messages from Fulfilled-Lives Supportive Communities Commissioning Guidance, Steve Vaughan Head of Partnerships in the Office of the Directorate of Social Services for Wales
10.00	Introduction to the Code of Practice, Margaret McLaughlin, VAMT/ Interlink
10.10	Introduction to the Procurement Route Planner for social care Sue Lloyd Selby, Value Wales
10.35	Consulting on the Code of Practice - Carousel Exercise
11.00	Break
11.15	Consulting on the Code of Practice – resume the Carousel Exercise
12.00	Introduction to the Training Needs Analysis and Implementing the Code Margaret McLaughlin, VAMT/Interlink
12.10	Implementing the Code of Practice Exercise
12.50	Concluding remarks and next steps Alistair Neill, Chief Executive, Merthyr Tydfil County Borough Council
13.00	Lunch

Appendix 3: Attendance List

Rosalyn	Williams	Age Cymru
Angharad	Davies	Alzheimers Society
Cathy	Jones-Williams	Alzheimers Society
Jason	Tynan	British Red Cross
Tracey	Burke	Cancer Aid
Susan	Jones	Cartrefi Cymru
Liz	Lamprey	Crossroads Care Cwm Taf
Samia	Saeed	Cwm Taf Health Board
Jenny	Ludlow	Cwm Taf Health Board
Darrel	Clarke	Cwm Taf Health board
Nicola	Davies	Cwm Taf LHB
Lindsey	Richardson	Cwm Taf LHB
Rebecca	Luffman	Cwm Taf LHB
Des	Kitto	Cwm Taf LHB
Esther	Price	Cwm Taf LHB
Vivian	Harpwood	Cwm Taf LHB
Margaret	Sheppard	Cynon Valley Citizens Advice Bureau
Vince	Price	Cynon Valley Crime Prevention Association
Lesley	Morris	Epilepsy Wales
Lesley	Morris	Epilepsy Wales
Sue	O'Neill	Hafod Care Association
Steve	Vaughan	HSSDG Office of the Director of Social Service Welsh Assembly Government
Anne	Morris	Interlink
Maria	Prosser	Interlink
Simon	James	Interlink
Joanna	Markham	Interlink
Ann	Philpott	Interlink
Maria	Abson	Interlink
Jean	Harrington	Interlink
Cathy	Boyle	Merthyr and the Valleys MIND
Ann	Lewis	Merthyr Care and Repair
Alistair	Neill	Merthyr Tydfil CBC
Chris	Davies	Merthyr Tydfil CBC
Ian	Benbow	Merthyr Tydfil CBC
Giovanni	Isingrini	Merthyr Tydfil CBC
Mark	Thomas	Merthyr Tydfil CBC
Jonathan	Davies	Merthyr Tydfil CBC
Mostyn	James	Merthyr Tydfil Local Service Board
Ceri	Thomas	Merthyr Tydfil CBC
Leighton	Rees	Merthyr Tydfil CBC
Sarah	Mee	Merthyr Tydfil CBC

Suzanne	Lewis	Merthyr Tydfil CBC
Gareth	Chapman	Merthyr Tydfil CBC
Joy	Garfitt	Merthyr Tydfil CBC
Ann	Angell	Mudiad Ysgolian Meithrin
Janet	Whiteman	New Horizons
Wayne	Jepson	NLIAH
Sian	Nowell	Rhondd Cynon Taff CBC
Keith	Griffiths	Rhondd Cynon Taff CBC
Gemma	Ellis	Rhondda Cynon Taf CBC
Sarah	Andrews	Rhondda Cynon Taff CBC
Rachel	Hanley	Rhondda Cynon Taff CBC
Sue	Parker	Rhondda Womens Aid
Stewart	Davies	RNIB
Carys	Henry	RNIB
Nicola	Mahoney	Safer Merthyr Tydfil
Angela	Graham	Sense
Teresa	Bradley	SNAP Cymru
Robin	Cook	TWFA
Leoni	Philp	VAC
Margaret	Reid	Vale CVS
Christine	Protheroe	VALREC
Sue	Lloyd Selby	Value Wales
Ian	Davy	VAMT
Carol	Evans	VAMT
Alison	Harris	VAMT
Sharon	Richards	VAMT
Pat	Kew	VAMT
Pam	Lucas	VAMT
Margaret	McLaughlin	VAMT/ Interlink
Mary	Eaton	Wales Pre-school Providers Association
Sarah	Timmis	WCVA
Christina	Parker	Welsh Women's Aid
Dawn	Hubbard	South Wales Police

Apologies

Carwyn	Jones	Merthyr Tydfil CBC
Ceri	Lewis	Merthyr Tydfil CBC
Brian	Lewis	CF Partnership Support Network
Sylvia	Hallinan	Barnardo's

**74 people attended Cracking the Code.
31 from the public sector and 43 from the third sector.**