
Overview

This standard is about how your work supports the performance of your organisation and its partnerships. It includes working within and supporting the development of policies, procedures and partnership agreements as well as being accountable for your own work and encouraging participation in shaping the work of your organisation.

This NOS is relevant to an individual undertaking commissioning, procurement and contracting in relation to care services.

Performance criteria

Uphold the policies and procedures of your organisation

- You must be able to:
- P1 identify how **policies, procedures** and **partnership agreements** relevant to your area of work relate to policies of the wider **organisation**
 - P2 work within your organisation's values, policies and procedures
 - P3 work within partnership agreements
 - P4 assess any **risks** resulting from working within policies, procedures and agreements
 - P5 assess whether policies, procedures or agreements support **co-productive** commissioning, procurement and contracting
 - P6 assess how policies, procedures or agreements support **sustainable** working
 - P7 provide clear and accurate **information** to support policy development
 - P8 seek support when situations are, or could be, outside the policies or boundaries of your area of work or organisation
 - P9 reflect on the areas of development necessary to improve your own practice and performance

Be accountable for what you do

- You must be able to:
- P10 share information about your areas of responsibility in **accessible** ways with **relevant people**
 - P11 provide clear and accessible explanations for the decisions you make
 - P12 manage the risks involved in your decisions
 - P13 actively engage with **individuals** and other **stakeholders** in your work, in accordance with your organisation's policies and procedures
 - P14 make **changes** and **adjustments** in response to feedback, including concerns and complaints
 - P15 share information about changes and adjustments with individuals and other stakeholders, including decision makers in your organisation, in accordance with your organisation's procedures
 - P16 seek advice if an issue is outside your area of responsibility or beyond your expertise

Support individuals and other stakeholders to participate in shaping the work of your organisation

- You must be able to:
- P17 provide clear, accurate and accessible information about your organisation to individuals and other stakeholders
 - P18 explain the policies and procedures for your area of work clearly and accurately to individuals and other stakeholders
 - P19 encourage individuals and other stakeholders to participate in decision making within your organisation
 - P20 explain clearly how to use the complaints process when individuals and other stakeholders are dissatisfied with your organisation
 - P21 provide constructive feedback to colleagues about practice and performance

Knowledge and understanding

You need to know and understand:

Specific to this NOS

- K1 the structure of your organisation and where you fit into it
- K2 the decision making process within your organisation and other organisations you work with
- K3 the management structure of your organisation, your place in it and how to use it
- K4 how to establish and fulfil the political, economic, sociological, technological, legal and environmentally responsibilities relevant to your work role
- K5 research and current thinking about the concept of 'good governance' and why it is important
- K6 different models of governance and the reasons why your organisation has a particular governance structure

Rights

You need to know and understand:

- K7 legal and work setting requirements for equality, diversity, discrimination and rights
- K8 legal and work setting requirements for complaints and whistle blowing
- K9 your role and the roles of others in promoting **co-productive** commissioning
- K10 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K11 how to deal with and challenge discrimination
- K12 your duty to report any acts or omissions, poor or discriminatory practice, resources or operational difficulties that could infringe the rights of individuals and key people

Safeguarding

You need to know and understand:

- K13 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of

children, young people and adults

- K14 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K15 factors that increase the risk of potential harm or abuse
- K16 the different types of harm or abuse, poor or discriminatory practice
- K17 indicators of potential harm or abuse
- K18 how and when to report any concerns about harm or abuse, including whistleblowing
- K19 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know
and understand:

- K20 why it is important to work in a **political, economic, sociological, technological, legal and environmentally sustainable** way
- K21 how you can develop sustainable new ideas in your work role

Partnership working

You need to know
and understand:

- K22 the factors that can affect partnership working
- K23 techniques for working with individuals, key people and communities through co-productive commissioning, procurement and contracting
- K24 how to support the best interests of individuals, key people and communities
- K25 how to engage with social care and procurement professionals during commissioning, procurement and contracting activities
- K26 the **priorities, interests** and contributions of **stakeholders**
- K27 the **operational realities** of service providers
- K28 policies, procedures, guidance and protocols with others involved in partnerships
- K29 how to assess the effectiveness of partnership working

Risk management

You need to know
and understand:

- K30 the types of risk involved in commissioning, procurement and contracting

- K31 methods of identifying, assessing and managing risk
- K32 your role in identifying, managing and reporting risk
- K33 principles of positive risk-taking

Your practice

You need to know
and understand:

- K34 European, UK and country specific legislation, statutory codes, standards, regulations, frameworks and guidance relevant to your commissioning, procurement and contracting role
- K35 European, UK and country specific legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
- K36 how to access and work to procedures and agreed ways of working
- K37 lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
- K38 how your role fits within your organisation and where you can go to for support
- K39 how to assess the impact of commissioning, procurement and contracting activities on individuals, key people and other stakeholders
- K40 how to measure the achievement of **outcomes**
- K41 the nature and importance of preventative and community based provision
- K42 factors that can cause conflicting demands
- K43 techniques for problem solving and innovative thinking
- K44 how to fulfil your role in managing resources, including your own time
- K45 how to cost and work with budgets
- K46 how and when to seek support with ethical conflicts and dilemmas in your work
- K47 your own background, experiences and beliefs that may have an impact on your practice
- K48 how to use **evidence-based practice** to justify your actions and decisions
- K49 how to contribute to the development of systems, practices, policies and procedures

K50 how to challenge poor practice in your own and other organisations

Theory for practice

You need to know
and understand:

K51 how the **social, medical and business** models impact on the achievement of outcomes

K52 how commissioning, procurement and contracting can contribute to improved outcomes for individuals, key people and communities

Personal and professional development

You need to know
and understand:

K53 principles of reflective, person centred, evidence based practice

K54 your role in sharing and developing knowledge and practice with others, including , key people and communities

K55 how to provide constructive feedback to others

K56 how to identify and access opportunities for professional development

K57 how to develop professional knowledge and practice through reflective supervision and appraisal

Communication

You need to know
and understand:

K58 how to use communication as a foundation for co-productive commissioning

K59 methods to promote effective communication with **colleagues**, individuals and other stakeholders

Handling information

You need to know
and understand:

K60 legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice

K61 legal and work setting requirements for recording information and producing reports within timescales

K62 how to identify, collect, measure and assess data and present it as information

K63 how information software products can help you collect information

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- K64 how to record written information with accuracy, clarity, relevance and an appropriate level of detail
 - K65 methods of making data and information accessible for individuals, key people and other stakeholders
 - K66 how and where electronic communications can and should be used

Health and Safety

You need to know
and understand:

- K67 legal and work setting requirements for health, safety and security in the work environment

Additional information**Scope / range related to performance criteria:**

The details in this field are explanatory statements of scope and/or examples of possible contexts in which the NOS may apply; they are not to be regarded as range statements required for achievement of the NOS.

Where an individual finds it difficult or impossible to express their own preferences and make decisions about their life, achievement of this standard may require the involvement of advocates or others who are able to represent the views and best interests of the individual.

Where there are language differences within the work setting, achievement of this standard may require the involvement of interpreters or translation services.

Policies outline the ideas that underpin how your organisation will carry out its work.

Procedures translate policies into ways that day to day work will be carried out

Partnership agreements identify how two or more organisations, individuals, key people, communities or others will work together to achieve common aims and goals.

An **organisation** is the agency, company or local authority for whom you work, volunteer, own or run; if you receive direct payments or fund your own services, it means you and the people who work for you.

Risks can be influenced by a wide range of factors and include a wide range of risks to people, property and organisations.

The process of **co-production** involves developing relationships to collaborate with individuals, local people, community groups and organisations. It involves using and developing people's skills and abilities throughout all commissioning, procurement and contracting activities, including designing and delivering

services. It places individuals, key people and communities at the centre of decision making and control, taking account of the roles that people want to take.

For services to be **sustainable**, they must deliver the current specified outcomes and be able to meet longer term desired social outcomes. This means taking account of any factors that might limit the outcomes that services can deliver in the future, in particular financial, social or environmental factors. It is particularly important in a climate where social care needs are forecast to increase more than available funding.

Information may be any form of communication from and about individuals, key people and other people and organisations. Information might be about legislation or working practices which should be passed on and for which your organisation may have procedures set in place. It includes performance information, previous contractual information, confidential and public information.

For something to be **accessible**, it should be able to be used by all people whatever their levels and types of ability, for example something that people can understand regardless of the level or way in which they communicate.

Relevant people are people to whom a particular issue or incident is important or who are affected by it. Who the relevant people are can depend upon circumstances.

The **individual** is the adult, child or young person receiving a service.

Key people are those who are important to an individual and who can make a difference to his or her well-being. Key people may include family, friends, carers and others with whom the individual has a supportive relationship.

Stakeholders are individuals and other people who have an interest in or are in some way affected by your work. They include service providers from the statutory, third or business sectors; regulators; colleagues and other professionals whose work contributes to the individual's well-being and who enable you to carry

out your role; commissioning partners or those who commission services from the same provider, whether or not they are joint arrangements.

Changes and adjustments could cover a broad range of options, depending on the circumstances. They may focus on policy or practice; systems, approach or procedures; services or providers; funding or payment arrangements; plans, proposals or consultation arrangements.

**Scope / range
related to
knowledge and
understanding:**

The details in this field are explanatory statements of scope and/or examples of possible contexts in which the NOS may apply; they are not to be regarded as range statement required for achievement of the NOS.

All knowledge statements must be applied in the context of this standard.

The process of **co-production** involves developing relationships with individuals, key people and communities, recognising the expertise that people have and the support that they offer to each other. It places individuals, key people and communities at the centre of decision making and control.

The **individual** is the adult, child or young person receiving a service.

Key people are those who are important to an individual and who can make a difference to his or her well-being. Key people may include family, friends, carers and others with whom the individual has a supportive relationship.

The **political, economic, sociological, technological, legal and environmental** model (also known as the PESTLE model) is used to analyse the influences that an organisation has on its environment, both now and in the future. It is used to inform decisions and enable the organisation to respond to change.

The **priorities and interests** of stakeholders encompass the outcomes sought and are influenced by different philosophies, principles, priorities and codes of practice and are affected by their differences in size, structure, governance and capacity. They may change over time in response to national and local factors.

Stakeholders are individuals and other people who have an interest in or are in some way affected by your work. They include service providers from the statutory, third or business sectors; regulators; colleagues and other professionals whose work contributes to the individual's well-being and who enable you to carry out your role; commissioning partners or those who commission services from the same provider, whether or not they are joint

arrangements.

The **operational realities** of service providers are the factors that impact on how they are able to run their other services, in particular where there is competition for funding and customers.

An **organisation** is used to mean the organisation for which you work or volunteer, or which you own or run. For people funding their own services or using other self directed support, it means you and the people who may work for you.

Outcomes are the desired result of the activity for individuals, key people and communities. They move the focus from the processes, transactions and performance management to the differences that provision can actually make to people's lives. It underpins citizen centred commissioning by placing individuals in a central role in evaluating the effectiveness of commissioning.

Evidence based practice uses systems, processes and 'practice wisdom' that has been proved to be effective in supporting the achievement of positive outcomes. Evidence may have been drawn from a variety of sources: research, both formal and informal, and the views and opinions of individuals, key people and other stakeholders involved in the delivery of care services.

The **social model** describes disability as a series of barriers located in society and not an individual, for example attitudes towards people in need or physical barriers. The **medical model** described illness or disability as an inherent part of the individual, and as such would attempt to treat or cure the person.

Business models refers to an organisation's need to function as a business within financial constraints and in some cases to make profit, for example social enterprises and private businesses.

Colleagues are people who you work with in your own or other organisations, including your team, managers, service providers, other teams, other departments and other organisations.

Values:

Adherence to codes of practice or conduct where applicable to your role and the principles and values that underpin your work setting, including the rights of children, young people and adults. These include the rights:

To be treated as an individual

To be treated equally and not be discriminated against

To be respected

To have privacy

To be treated in a dignified way

To be protected from danger and harm

To be supported and cared for in a way that meets their needs, takes account of their choices and also protects them

To communicate using their preferred methods of communication and language

To access information about themselves

All aspects of commissioning, procurement and contracting should seek to build on these underpinning values and should:

Respect the inherent worth and dignity of all people

Respect the human rights of children, young people and adults

Respect people's right to take positive risks

Be transparent

Be accountable

Be proportional

Be consistent

Be targeted

Be impartial

Enable providers

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