SCDCPC414
Initiate and implement change to improve commissioning, procurement and contracting activities

Overview

This standard identifies opportunities to improve existing commissioning, procurement and contracting activities by changing the way that processes operate. It involves managing change and covers planning, implementing and reviewing changes to commissioning, procurement and contracting activities so that they are better able to secure outcomes for individuals and key people.

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

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Performance criteria	**Evaluate and agree the need for improvement in commissioning activities**
You must be able to:	P1 analyse relevant, valid, reliable **information** from various sources on **developments in commissioning**, procurement and contracting
	P2 share information on developments with service providers, **individuals** and **key people** in an **accessible** way
	P3 engage with service providers, individuals and other stakeholders to evaluate the effectiveness of commissioning, procurement and contracting activities for your area of work
	P4 evaluate how developments could improve the flexibility and practices of your **organisation**'s commissioning, procurement and contracting activities
	P5 evaluate the implications of introducing change for the achievement of **outcomes**, upholding the values of your organisation, **resources**, **risk** and **sustainability**
	P6 engage with service providers, individuals and other stakeholders to develop clear proposals for change that make improvements and demonstrate evidence of learning from any previous evaluations
	P7 address any **obstacles** to change
	P8 seek agreement for proposed changes from decision makers

Implement changes to commissioning activities

You must be able to:	P9 share implementation plans in an accessible way with individuals, stakeholders, service providers and **colleagues**
	P10 negotiate with individuals, stakeholders, service providers and colleagues to agree alterations to implementation plans
	P11 record negotiations and agreements in accordance with organisational policies and procedures
	P12 make changes to the way that resources are used in accordance with the requirements of the changed commissioning, procurement and contracting activities

Review the introduction of changes

You must be able to	P13 monitor the effects of the changes to commissioning, procurement and

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contracting activities in partnership with individuals, service providers and other stakeholders

P14   work with individuals, service providers and other stakeholders to evaluate the outcomes of changes to commissioning, procurement and contracting activities

P15   make further changes and adjustments in the light of your evaluation

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Knowledge and understanding	**Specific to this NOS**	
You need to know and understand:	K1	the decision making process within your organisation and other organisations you work with
	K2	methods of monitoring resource use and costs
	K3	how to analyse efficiency and effectiveness
	K4	how to use financial analysis tools such as cost benefit analysis, differential cost analysis and risk analysis
	K5	methods of forecasting and evaluation

Rights

You need to know and understand:	K6	legal and work setting requirements for equality, diversity, discrimination and rights
	K7	legal and work setting requirements for complaints and whistle blowing
	K8	your role and the roles of others in promoting **co-productive** commissioning
	K9	the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals**, **key people** and communities
	K10	how to address conflicts and dilemmas about rights and discrimination
	K11	your duty to report any acts or omissions poor or discriminatory practice, resources or operational difficulties that could infringe the rights of individuals, key people and communities

Safeguarding

You need to know and understand:	K12	legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults
	K13	the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
	K14	indicators of potential harm or abuse

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	K15	how and when to escalate any concerns about harm or abuse, including whistleblowing
	K16	how to support others who have expressed concern about harm or abuse
	K17	what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:	K18	how to evaluate the benefits of working in a **politically, economically, sociologically, technologically, legally and environmentally** sustainable way
	K19	how to promote your **organisation**'s political, economic, sociological, technological, legal and environmental responsibilities
	K20	how to evaluate the sustainability of commissioned services
	K21	how to develop sustainable new ideas in your area of responsibility

Partnership working

You need to know and understand:	K22	how **collaborative and integrated working** can be used to maximise resources
	K23	how to promote co-productive commissioning
	K24	how to work with individuals, key people and communities through co-productive commissioning, procurement and contracting
	K25	how to support the interests of individuals and other stakeholders
	K26	how to engage with social care and procurement professionals during commissioning, procurement and contracting activities
	K27	how to analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
	K28	how to analyse the drivers and constraints that impact on businesses and third sector organisations
	K29	the **business processes** and **operational realities** of service providers
	K30	how to influence the work of the partnership to meet agreed **outcomes**
	K31	how to use and develop integrated policies, procedures, guidance

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and protocols with others involved in partnerships

K32   the statutory and financial constraints for **agreeing budgets** to
       support partnership working

K33   how to evaluate effective partnership working

Risk management

You need to know
and understand:

K34   how to analyse the risks involved in commissioning, procurement and
       contracting for your area of responsibility

K35   methods of managing and mitigating the risks involved in
       commissioning, procurement and contracting for your area of
       responsibility

K36   how to develop practice that facilitates positive risk-taking

Your practice

You need to know
and understand:

K37   European, UK and country specific legislation, statutory codes,
       standards, regulations, frameworks and guidance relevant to
       commissioning, procurement and contracting relevant to your area of
       responsibility

K38   European, UK and country specific legislation, statutory codes,
       standards, frameworks and guidance relevant to service providers
       and partner agencies

K39   how to access accurate interpretations of legal and regulatory
       requirements

K40   how to use analysis from lessons learned from government reports,
       research and inquiries into serious failures of health or social care
       practice and from successful interventions

K41   how your role fits within your organisation and where you can go to
       for support

K42   how to identify priorities and contribute to priority setting

K43   how to evaluate the impact of commissioning, procurement and
       contracting activities on individuals, key people and communities

K44   how to evaluate different methods and approaches of measuring the
       achievement of outcomes

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K45   how to evaluate the importance of preventative and community based provision

K46   how to manage agreed transformations for service provision

K47   techniques for problem solving and innovative thinking

K48   how to manage budgets and resources

K49   how to identify and manage ethical conflicts and dilemmas in your work

K50   your own background, experiences and beliefs that may have an impact on your practice

K51   how to use **evidence based practice** to justify your actions and decisions

K52   how to contribute to the development of systems, practices, policies and procedures

Theory for practice

You need to know and understand:

K53   how to evaluate the impact of **social, medical and business models** on the achievement of outcomes

K54   how to evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used

K55   how to evaluate theories and approaches to management relevant to your area of responsibility

Personal and professional development

You need to know and understand:

K56   how to promote reflective, person centred, evidence based practice

K57   your role in sharing and developing knowledge and practice with others, including individuals, key people and communities

K58   how to manage time and workload

K59   how to provide constructive feedback

K60   how to identify and access opportunities for professional development

K61   how to develop professional knowledge and practice through reflective supervision and appraisal

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Communication

You need to know
and understand:

K62   how to use communication as a foundation for co-productive
commissioning

K63   how to manage and promote effective communication with
colleagues, individuals and other stakeholders

Handling information

You need to know
and understand:

K64   legal requirements, policies, procedures and protocols for the security
and confidentiality of information, taking account of commercial
sensitivity and procurement practice

K65   legal and work setting requirements for recording information and
producing reports within timescales

K66   how to identify, collect, analyse, measure and assess data

K67   methods of making data, information and analysis accessible for
individuals, key people and other stakeholders including decision
makers

K68   how and where electronic communications can and should be used

Health and Safety

You need to know
and understand:

K69   legal and work setting requirements for health, safety and security in
the work environment

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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.

Information may be any form of communication from and about individuals, key people, communities and other stakeholders, 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.

Developments in commissioning may be varied and include changing the focus of services or how they are provided, such as developing new service models, social enterprises, integrated services or self directed support.

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.

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.

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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.

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.

Resources include financial, human and physical resources as well as time.

Risks can be influenced by a wide range of factors and include risks to people, property and organisations through reputation or ability to fulfil their roles and responsibilities.

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.

Obstacles can come from a range of factors such as procedures and systems, resources, attitudes and legal or organisational requirements.

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.

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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 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.

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.

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.

Collaborative and integrated working describes a range of ways in which two or more organisations can work together, for example health and social services working together or regional collaboratives. They can be formal or

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informal, temporary or permanent and may include the agreement of budgets.

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.

Business processes describe the systems and tasks that organisations undertake to be able to provide the required service.

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

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.

Agreeing budgets involves combining or pooling budgets within or between organisations, for example using local authority and continuing healthcare funding, for joint commissioning or regional/collaborative purchasing.

Evidence based practice uses systems, processes and 'practice wisdom' that has been proved to be effective in supporting the achievement of positive

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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.

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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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