SCDCPC415
Specify sustainable services to achieve outcomes

Overview
This standard is about analysing information from individuals, key people and communities in order to specify sustainable services that can achieve current and future required outcomes. It includes developing and agreeing specifications and supply agreements for services to achieve the identified outcomes.

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

Performance criteria	Prepare to develop a supply agreement

You must be able to:

P1 analyse the outcomes and requirements identified by **individuals**, **key people** and communities

P2 engage with individuals, key people, communities, **colleagues** and **commissioning partners** to confirm the scope of the service for achieving priority **outcomes**

P3 conduct an **options appraisal** of the alternatives for achieving priority outcomes that identifies **risks**, **sustainability** and achievability within the current capacity of the market

P4 identify opportunities for **collaborative working**

P5 conduct an equality and sustainability impact assessment of the services to be specified

P6 manage the risks associated with the service provision

P7 conduct a cost-benefit analysis of the future service supply that identifies whole life costs

P8 maintain clear, accurate and up-to-date written records during the life of the supply agreement

Develop purchasing and technical specifications for services

You must be able to:

P9 analyse how to measure the impact of service provision on the achievement of outcomes

P10 identify potential contract management arrangements, including how outcomes will be evidenced and actions for non-compliance

P11 provide **accessible** information about supplies and suppliers to individuals, key people and communities who direct their own support

P12 discuss opportunities for standardisation with individuals, key people and communities who direct their own support

P13 work **co-productively** to agree a specification in line with the policies and values of your organisation that balances **purchasing** and **technical requirements**

P14   ensure that the specification generates competition between providers

P15   discuss the specification with potential providers in accordance with organisational policy

P16   establish the **criteria** for the selection of providers in accordance with organisational policy

P17   act upon the advice of specialists when required

Decide the duration and nature of the supply agreement

You must be able to:

P18   analyse the effectiveness of existing service specifications and supply agreements

P19   make recommendations about the type and duration of a sustainable supply agreement to achieve current and future outcomes

P20   calculate life-cycle costs of supply agreement

P21   take account of the views of individuals, key people, communities and other stakeholders when making final decisions about agreements

P22   justify the type and duration of supply agreements with documented evidence

P23   communicate decisions on type and duration of supply agreement to all **relevant people**

Knowledge and understanding	**Specific to this NOS**

You need to know and understand:	K1	when to use different types of contracts
	K2	the importance of undertaking financial analysis and forecasts
	K3	how to develop specifications
	K4	how to set up provider-selection processes
	K5	how to agree an acceptable balance of requirements
	K6	the organisational policy for discussing the specification
	K7	the type of selection criteria that should be applied to providers
	K8	how to develop potential opportunities for standardisation
	K9	when to involve technical experts
	K10	what type of supply agreements can be recommended
	K11	the requirements of the organisation in relation to its supply agreements
	K12	the appropriate timescales for different types of supply agreement
	K13	the factors which affect the type and duration of a supply agreement
	K14	the type of justification that is required for the supply agreement
	K15	the factors which have to be taken into account in life- cycle costing
	K16	the analytical techniques that are used to calculate life- cycle costing

Rights

You need to know and understand:	K17	legal and work setting requirements for equality, diversity, discrimination and rights
	K18	legal and work setting requirements for complaints and whistle blowing
	K19	your role and the roles of others in promoting **co-productive** commissioning
	K20	the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals**, **key people** and communities
	K21	how to address conflicts and dilemmas about rights and

discrimination

K22   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:

K23   legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults

K24   the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices

K25   indicators of potential harm or abuse

K26   how and when to escalate any concerns about harm or abuse, including whistleblowing

K27   how to support others who have expressed concern about harm or abuse

K28   what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know
and understand:

K29   how to evaluate the benefits of working in a **politically, economically, sociologically, technologically, legally and environmentally** sustainable way

K30   how to promote your **organisation**'s political, economic, sociological, technological, legal and environmental responsibilities

K31   how to evaluate the sustainability of commissioned services

K32   how to develop sustainable new ideas in your area of responsibility

Partnership working

You need to know

K33   how **collaborative and integrated working** can be used to maximise

and understand:		resources
	K34	how to promote co-productive commissioning
	K35	how to work with individuals, key people and communities through co-productive commissioning, procurement and contracting
	K36	how to support the interests of individuals and other stakeholders
	K37	how to engage with social care and procurement professionals during commissioning, procurement and contracting activities
	K38	how to analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
	K39	how to analyse the drivers and constraints that impact on businesses and third sector organisations
	K40	the **business processes** and **operational realities** of service providers
	K41	how to influence the work of the partnership to meet agreed **outcomes**
	K42	how to use and develop integrated policies, procedures, guidance and protocols with others involved in partnerships
	K43	the statutory and financial constraints for **agreeing budgets** to support partnership working
	K44	how to evaluate effective partnership working

Risk management

You need to know and understand:	K45	how to analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
	K46	methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
	K47	how to develop practice that facilitates positive risk-taking

Your practice

You need to know	K48	European, UK and country specific legislation, statutory codes,

and understand:		standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting relevant to your area of responsibility
	K49	European, UK and country specific legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
	K50	how to access accurate interpretations of legal and regulatory requirements
	K51	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
	K52	how your role fits within your organisation and where you can go to for support
	K53	how to identify priorities and contribute to priority setting
	K54	how to evaluate the impact of commissioning, procurement and contracting activities on individuals, key people and communities
	K55	how to evaluate different methods and approaches of measuring the achievement of outcomes
	K56	how to evaluate the importance of preventative and community based provision
	K57	how to manage agreed transformations for service provision
	K58	techniques for problem solving and innovative thinking
	K59	how to manage budgets and resources
	K60	how to identify and manage ethical conflicts and dilemmas in your work
	K61	your own background, experiences and beliefs that may have an impact on your practice
	K62	how to use **evidence based practice** to justify your actions and decisions
	K63	how to contribute to the development of systems, practices, policies and procedures

Theory for practice

<table>
<tr><td>You need to know and understand:</td><td>K64</td><td>how to evaluate the impact of social, medical and business models on the achievement of outcomes</td></tr>
<tr><td></td><td>K65</td><td>how to evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used</td></tr>
<tr><td></td><td>K66</td><td>how to evaluate theories and approaches to management relevant to your area of responsibility</td></tr>
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Personal and professional development

<table>
<tr><td>You need to know and understand:</td><td>K67</td><td>how to promote reflective, person centred, evidence based practice</td></tr>
<tr><td></td><td>K68</td><td>your role in sharing and developing knowledge and practice with others, including individuals, key people and communities</td></tr>
<tr><td></td><td>K69</td><td>how to manage time and workload</td></tr>
<tr><td></td><td>K70</td><td>how to provide constructive feedback</td></tr>
<tr><td></td><td>K71</td><td>how to identify and access opportunities for professional development</td></tr>
<tr><td></td><td>K72</td><td>how to develop professional knowledge and practice through reflective supervision and appraisal</td></tr>
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Communication

<table>
<tr><td>You need to know and understand:</td><td>K73</td><td>how to use communication as a foundation for co-productive commissioning</td></tr>
<tr><td></td><td>K74</td><td>how to manage and promote effective communication with colleagues, individuals and other stakeholders</td></tr>
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Handling information

<table>
<tr><td>You need to know and understand:</td><td>K75</td><td>legal requirements, policies, procedures and protocols for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice</td></tr>
<tr><td></td><td>K76</td><td>legal and work setting requirements for recording information and</td></tr>
</table>

producing reports within timescales

K77   how to identify, collect, analyse, measure and assess data

K78   methods of making data, information and analysis accessible for individuals, key people and other stakeholders including decision makers

K79   how and where electronic communications can and should be used

Health and Safety

You need to know and understand:

K80   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.

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.

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.

Commissioning partners are individuals or representatives of groups and organisations who are involved in making commissioning decisions for your organisation. They can include individuals, key people and other stakeholders as well as organisations with whom you undertake joint commissioning activities or who deliver services.

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.

An **options appraisal** sets out the choices and implications for action or inaction, together with reasoned recommendations about the most suitable course of action.

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

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.

Collaborative working is where two or more services work together towards a common outcome. The term can apply to both the commissioning organisation and service providers.

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.

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.

Purchasing requirements specify the quantity, quality, delivery and payment terms.

Technical requirements specify the service features including requirements of the organisation such as equality, sustainability, health and safety and other responsibilities and supply against previous experience.

Criteria are factors that can be used to measure and make a judgement about whether or not an outcome has been achieved, how much progress has been made or how well something has been done.

Relevant people can include individuals, key people, decision makers and other stakeholders and will vary depending on the issues and circumstances. Who the relevant people are can depend upon circumstances

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 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 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

SCDCPC415
Specify sustainable services to achieve outcomes

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