
Overview

This unit is about understanding the market in your area and developing a market position statement for your area of responsibility. It involves gathering and analysing data and information about the demand for and supply of services and using it to develop a market position statement.

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

Performance criteria

Gather information about demand for services in your area of responsibility

You must be able to:

- P1 gather current **information** from valid and reliable sources about the priority **outcomes** required by the local or target population
- P2 work with **stakeholders, commissioning partners, individuals** and **key people** to identify any patterns in demand for services
- P3 identify areas where the current market is unable to meet demand

Gather information about the supply of services in your area of responsibility

You must be able to:

- P4 use valid and reliable sources to find out how many service providers make up your local market
- P5 identify the geographical range, services offered and costs of each provider
- P6 accurately map current service provision against the needs of the local population, including where possible individuals who fund their own services
- P7 identify patterns in market supply, including growth or decline, gaps or duplication and areas where providers have a significant market share
- P8 research the quality of the market using a range of methods and sources
- P9 analyse the comparative quality and costs across providers for similar outcomes
- P10 research models of good practice that could support the achievement of outcomes required by the target population

Analyse information about supply and demand

You must be able to:

- P11 use a range of methods to forecast the level and nature of future demand for services
- P12 analyse the **sustainability** of the market
- P13 evaluate the extent to which existing models of service provision can meet current and future priority outcomes

- P14 evaluate the **capacity and capability** of the market to deliver current and future priority outcomes
- P15 seek the views of service providers about the market's capacity to deliver current and future priority outcomes, including any plans for development
- P16 share your analysis with stakeholders, commissioning partners, individuals and key people
- P17 maintain accurate records of the market analysis process

Develop a market position statement

You must be able to:

- P18 collaborate with stakeholders, commissioning partners, individuals or key people to identify areas where change and innovation are needed
- P19 identify the resources required to meet priority outcomes, through existing models of service provision and through innovation
- P20 analyse the level and type of support that the market will need in order to deliver priority outcomes, in particular some voluntary sector and micro-provider organisations
- P21 use your analyses to develop a **market position statement**
- P22 present your market position statement clearly, concisely and in an **accessible** format to decision makers
- P23 share the market position statement with stakeholders, commissioning partners, individuals and key people

Knowledge and understanding

You need to know and understand:

Specific to this NOS

- K1 theories and best practice in market management and development
- K2 how to interpret and explain demand forecasts and priority setting
- K3 the types of development activities that can be undertaken to grow the market

Rights

You need to know and understand:

- K4 legal and work setting requirements for equality, diversity, discrimination and rights
- K5 legal and work setting requirements for complaints and whistle blowing
- K6 your role and the roles of others in promoting **co-productive** commissioning
- K7 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K8 how to address conflicts and dilemmas about rights and discrimination
- K9 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:

- K10 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults
- K11 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K12 indicators of potential harm or abuse
- K13 how and when to escalate any concerns about harm or abuse,

including whistleblowing

- K14 how to support others who have expressed concern about harm or abuse
- K15 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:

- K16 how to evaluate the benefits of working in a **politically, economically, sociologically, technologically, legally and environmentally** sustainable way
- K17 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K18 how to evaluate the sustainability of commissioned services
- K19 how to develop sustainable new ideas in your area of responsibility

Partnership working

You need to know and understand:

- K20 how **collaborative and integrated working** can be used to maximise resources
- K21 how to promote co-productive commissioning
- K22 how to work with individuals, key people and communities through co-productive commissioning, procurement and contracting
- K23 how to support the interests of individuals and other stakeholders
- K24 how to engage with social care and procurement professionals during commissioning, procurement and contracting activities
- K25 how to analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
- K26 how to analyse the drivers and constraints that impact on businesses and third sector organisations
- K27 the **business processes** and **operational realities** of service providers
- K28 how to influence the work of the partnership to meet agreed **outcomes**

K29 how to use and develop integrated policies, procedures, guidance and protocols with others involved in partnerships

K30 the statutory and financial constraints for **agreeing budgets** to support partnership working

K31 how to evaluate effective partnership working

Risk management

You need to know and understand:

K32 how to analyse the risks involved in commissioning, procurement and contracting for your area of responsibility

K33 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility

K34 how to develop practice that facilitates positive risk-taking

Your practice

You need to know and understand:

K35 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

K36 European, UK and country specific legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies

K37 how to access accurate interpretations of legal and regulatory requirements

K38 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

K39 how your role fits within your organisation and where you can go to for support

K40 how to identify priorities and contribute to priority setting

K41 how to evaluate the impact of commissioning, procurement and contracting activities on individuals, key people and communities

- K42 how to evaluate different methods and approaches of measuring the achievement of outcomes
- K43 how to evaluate the importance of preventative and community based provision
- K44 how to manage agreed transformations for service provision
- K45 techniques for problem solving and innovative thinking
- K46 how to manage budgets and resources
- K47 how to identify and manage ethical conflicts and dilemmas in your work
- K48 your own background, experiences and beliefs that may have an impact on your practice
- K49 how to use **evidence based practice** to justify your actions and decisions
- K50 how to contribute to the development of systems, practices, policies and procedures

Theory for practice

You need to know and understand:

- K51 how to evaluate the impact of **social, medical and business models** on the achievement of outcomes
- K52 how to evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
- K53 how to evaluate theories and approaches to management relevant to your area of responsibility

Personal and professional development

You need to know and understand:

- K54 how to promote reflective, person centred, evidence based practice
- K55 your role in sharing and developing knowledge and practice with others, including individuals, key people and communities
- K56 how to manage time and workload
- K57 how to provide constructive feedback
- K58 how to identify and access opportunities for professional development
- K59 how to develop professional knowledge and practice through

reflective supervision and appraisal

Communication

You need to know
and understand:

- K60 how to use communication as a foundation for co-productive commissioning
- K61 how to manage and promote effective communication with **colleagues**, individuals and other stakeholders

Handling information

You need to know
and understand:

- K62 legal requirements, policies, procedures and protocols for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice
- K63 legal and work setting requirements for recording information and producing reports within timescales
- K64 how to identify, collect, analyse, measure and assess data
- K65 methods of making data, information and analysis accessible for individuals, key people and other stakeholders including decision makers
- 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.

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.

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.

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.

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.

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.

Capacity refers here to the amount that services can deliver and will depend on several factors such as the number of providers and their staffing levels, staff expertise, management ability, service support or physical capacity.

Capability in this context is how well outcomes can or are being met.

A **market position statement** provides information to service providers and others about the current demand for and supply of services, together with a forecast of future trends. It also includes the priorities and direction of the commissioning organisation and the support that they can offer to the market to achieve the outcomes required by individuals using services.

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

SCDCPC416

Develop a market position statement for your area of responsibility



understand regardless of the level or way in which they communicate

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

SCDCPC416

Develop a market position statement for your area of responsibility



Developed by	Skills for Care and Development
Version number	2
Date approved	February 2014
Indicative review date	February 2019
Validity	Current
Status	Original
Originating organisation	Skills for Care and Development
Original URN	CPC416
Relevant occupations	Contract Manager; Managers and leaders with responsibility for interagency working; Childcare and Related Personal Services; Health and Social Care; Planning Officer; Strategy Officer
Suite	Commissioning, Procurement and Contracting for Care Services
Key words	Market position; statement; area
