SCDCPC417
Engage with the market to deliver your organisation's priorities and outcomes

Overview

This standard is about working with the provider market to deliver services that meet the requirements of individuals, key people and communities. It involves working with stakeholders in the market to develop plans to enhance the capacity and capability of the market to achieve outcomes, implementing the plans and evaluating their effectiveness.

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

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

Performance criteria	**Support the market to develop sustainable capacity and capability**
You must be able to:	**P1** share the **information** you have gathered about the market profile and your **organisation**'s view of **capacity** and **capability** issues in an **accessible** way, in accordance with legal and organisational requirements
	P2 work **co-productively** with **individuals**, **key people**, communities , **commissioning partners** and **stakeholders** to agree how the market could deliver priority **outcomes** in a **sustainable** way
	P3 enable individuals and key people to engage in the process of agreeing ideas for market development
	P4 use a range of communication methods to engage with small, medium and large service providers
	P5 analyse options for **flexible and innovative ways of working**
	P6 collaborate with service providers to identify any support that they may need
	P7 evaluate the impact of procurement processes to identify options for alternative **contracting arrangements**
	P8 work co-productively to evaluate the **risks** that service providers face
	P9 evaluate any **barriers** for the market, including entry to the market and service development
	P10 analyse the extent to which local agreements could be used, including compacts with businesses or the third sector
	P11 seek opportunities to enhance communication with and between service providers
	P12 be clear about any **limitations** on supporting the development of capacity and capability
	P13 develop co-productive, realistic and sustainable plans to develop market capacity and capability that consider provider viability, financial risk and sustainability
	P14 analyse the impact of your plans on the achievement of long and short term priority outcomes
	P15 seek agreement for your plans from **relevant people**
	P16 share your plans with all relevant people, including where further action is

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

not possible, in accordance with legal and organisational requirements

P17   seek support from relevant people for plan to the develop capacity and capability of the market

P18   work with all relevant partners to implement agreed plans

Review and evaluate how the capacity and capability of the market has developed

You must be able to:

P19   develop a plan to evaluate the impact of activities to support market development, specifying the **criteria**, process and schedule to be used

P20   collect baseline data accurately against the agreed criteria

P21   conduct regular reviews of the capacity and capability of the market

P22   evaluate the extent to which the market has developed capacity and capability to deliver priority outcomes

P23   share the information from the evaluation process with all relevant people in an accessible way

P24   maintain records of the market development process

P25   reflect on your contribution to market development

P26   identify areas for further development

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

Knowledge and understanding	**Specific to this NOS**
You need to know and understand:	K1 how to manage ethical dilemmas and conflicts which can arise when making decisions around the ways in which capacity and capability will be developed
	K2 methods and ways of working that support the development of sustainable new ideas
	K3 how differing values and perspectives of service providers can have an impact on the capacity of the market
	K4 how new ways of commissioning can shape the market, e.g. brokerage, social impact bonds
	K5 current local, UK and European legislation and organisational requirements, procedures and practices for the procurement of services
	K6 how requirements for efficiency savings affect your role in shaping the market
	K7 key government initiatives which affect the organisation's practices when managing and developing the market
	K8 government reports, inquiries and research relevant to market management and development
	K9 theories of capacity building
	K10 the types of support you can offer in order to develop the market
	K11 how to develop new types of working agreements and practices

Rights

You need to know and understand:	K12 legal and work setting requirements for equality, diversity, discrimination and rights
	K13 legal and work setting requirements for complaints and whistle blowing
	K14 your role and the roles of others in promoting **co-productive** commissioning
	K15 the role of service providers and partner agencies in promoting the

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

rights, choices, wellbeing and active participation of **individuals**, **key people** and communities

K16 how to address conflicts and dilemmas about rights and discrimination

K17 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:

K18 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults

K19 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices

K20 indicators of potential harm or abuse

K21 how and when to escalate any concerns about harm or abuse, including whistleblowing

K22 how to support others who have expressed concern about harm or abuse

K23 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:

K24 how to evaluate the benefits of working in a **politically, economically, sociologically, technologically, legally and environmentally** sustainable way

K25 how to promote your **organisation**'s political, economic, sociological, technological, legal and environmental responsibilities

K26 how to evaluate the sustainability of commissioned services

K27 how to develop sustainable new ideas in your area of responsibility

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

Partnership working

You need to know
and understand:

K28 how **collaborative and integrated working** can be used to maximise resources

K29 how to promote co-productive commissioning

K30 how to work with individuals, key people and communities through co-productive commissioning, procurement and contracting

K31 how to support the interests of individuals and other stakeholders

K32 how to engage with social care and procurement professionals during commissioning, procurement and contracting activities

K33 how to analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working

K34 how to analyse the drivers and constraints that impact on businesses and third sector organisations

K35 the **business processes** and **operational realities** of service providers

K36 how to influence the work of the partnership to meet agreed **outcomes**

K37 how to use and develop integrated policies, procedures, guidance and protocols with others involved in partnerships

K38 the statutory and financial constraints for **agreeing budgets** to support partnership working

K39 how to evaluate effective partnership working

Risk management

You need to know
and understand:

K40 how to analyse the risks involved in commissioning, procurement and contracting for your area of responsibility

K41 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility

K42 how to develop practice that facilitates positive risk-taking

Your practice

K43 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

K44 European, UK and country specific legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies

K45 how to access accurate interpretations of legal and regulatory requirements

K46 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

K47 how your role fits within your organisation and where you can go to for support

K48 how to identify priorities and contribute to priority setting

K49 how to evaluate the impact of commissioning, procurement and contracting activities on individuals, key people and communities

K50 how to evaluate different methods and approaches of measuring the achievement of outcomes

K51 how to evaluate the importance of preventative and community based provision

K52 how to manage agreed transformations for service provision

K53 techniques for problem solving and innovative thinking

K54 how to manage budgets and resources

K55 how to identify and manage ethical conflicts and dilemmas in your work

K56 your own background, experiences and beliefs that may have an impact on your practice

K57 how to use **evidence based practice** to justify your actions and decisions

K58 how to contribute to the development of systems, practices, policies and procedures

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

Theory for practice

You need to know
and understand:

K59   how to evaluate the impact of **social, medical and business
models** on the achievement of outcomes

K60   how to evaluate the impact of organisational structure and culture
upon how flexibly and innovatively resources can be used

K61   how to evaluate theories and approaches to management relevant to
your area of responsibility

Personal and professional development

You need to know
and understand:

K62   how to promote reflective, person centred, evidence based practice

K63   your role in sharing and developing knowledge and practice with
others, including individuals, key people and communities

K64   how to manage time and workload

K65   how to provide constructive feedback

K66   how to identify and access opportunities for professional development

K67   how to develop professional knowledge and practice through
reflective supervision and appraisal

Communication

You need to know
and understand:

K68   how to use communication as a foundation for co-productive
commissioning

K69   how to manage and promote effective communication with
colleagues, individuals and other stakeholders

Handling information

You need to know
and understand:

K70   legal requirements, policies, procedures and protocols for the security
and confidentiality of information, taking account of commercial
sensitivity and procurement practice

K71   legal and work setting requirements for recording information and
producing reports within timescales

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

K72	how to identify, collect, analyse, measure and assess data
K73	methods of making data, information and analysis accessible for individuals, key people and other stakeholders including decision makers
K74	how and where electronic communications can and should be used

Health and Safety

| K75 | legal and work setting requirements for health, safety and security in the work environment |

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

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.

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.

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

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,

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

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.

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.

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.

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.

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

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

available funding.

Flexible and innovative ways of working incorporate a range of options that emphasise the need to work towards outcomes rather than be governed by established practice or processes which may be inflexible. They can be that way that services are provided, such as preventative, personalised and community based services, self directed support, personal budgets or social enterprises; they can also relate to commissioning arrangements, such as working within a collaborative arrangement.

Contracting arrangements can include contract reconfiguration, clauses such as community benefit clauses, re-commissioning or decommissioning services.

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.

Barriers prevent access and inclusivity and relate to a range of things, including the physical environment, finance and cost, organisations or attitudes of individuals or communities.

Limitations are restrictions that could include finance, time, sustainability, workforce or organisational requirements.

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.

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.

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

| 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 |

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

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

SCDCPC417
Engage with the market to deliver your organisation's
priorities and outcomes

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

SCDCPC417
Engage with the market to deliver your organisation's priorities and outcomes

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	CPC417
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	Engage; market; deliver; outcomes; services; evaluate; plans