
Overview

This standard identifies the requirements when managing the quality of the commissioning service in your area of responsibility to meet legislative and regulatory requirements. It includes managing provision that complies with requirements as well as identifying and using quality indicators and measurement methods to evaluate the quality of the commissioning service.

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

Performance criteria

Identify indicators of the quality of your service and methods to measure these

You must be able to:

- P1 support **key partners** to develop an understanding of the legislative and regulatory requirements to measure the quality of your service
- P2 work with key partners and colleagues to identify how quality should be measured, to include the achievement of outcomes, concerns, complaints and whistleblowing
- P3 analyse how information produced by regulators can be used to monitor and measure the quality of your service
- P4 use a **range of sources** to inform the development of quality indicators
- P5 work with key partners to develop quality indicators
- P6 identify appropriate data collection methods for the measurement of quality
- P7 agree with key partners how they will participate in measuring quality for your area of responsibility

Manage the implementation of systems, procedures and practice to monitor and measure the quality of your service

You must be able to:

- P8 implement systems, procedures and practice to monitor and measure the progress of your service against agreed quality indicators
- P9 implement systems, procedures and practice to collect **quantitative** and **qualitative** information and data on the quality of your service
- P10 ensure that key partners, **individuals** and **key people** are supported to contribute to monitoring and measuring the quality of your service against agreed indicators
- P11 ensure that colleagues use systems, procedures and practice to monitor and measure the quality of your service against agreed indicators
- P12 ensure the continuous collection of information and data to provide a baseline against which quality can be measured and trends identified
- P13 identify the impact on your service of the functions and priorities of partner organisations
- P14 work with partner organisations to minimise any negative impact caused by their functions and priorities on the quality of your service

Evaluate the quality of your service against agreed indicators

- You must be able to:**
- P15 analyse the quantitative and qualitative information and data collected from the quality monitoring
 - P16 interpret the analysis of the data collected to report on quality indicators that have been met and identify areas for improvement
 - P17 identify changes required to meet areas that need to be improved
 - P18 identify the resources required to implement recommended changes
 - P19 agree recommended changes with key partners including individuals and key people

Evaluate quality measurement systems, procedures and practice

- You must be able to:**
- P20 analyse the effectiveness of systems, procedures and practice used to monitor and measure the quality of your service
 - P21 interpret the analysis of systems, procedures and practice to make recommendations for improvement
 - P22 evaluate the effectiveness of quality indicators used for performance measurement
 - P23 work with individuals, key people and stakeholders to revise quality indicators for the future monitoring and measurement of the performance of your service

Knowledge and understanding

Specific to this NOS

You need to know and understand:

- K1 how to critically evaluate theories, methods and models of performance management, quality assurance and control
- K2 standards, guidance, procedures, criteria, methods and indicators relevant for the quality measurement of the service provision including regulatory, registration and inspection requirements
- K3 how to collect, analyse and interpret quantitative and qualitative data that contributes to quality management
- K4 business models and tools that support the identification of strengths, weaknesses, opportunities and threats for the service provision

Rights

You need to know and understand:

- K5 legal and work setting requirements for equality, diversity, discrimination and rights
- K6 legal and work setting requirements for complaints and whistle blowing
- K7 your role and the roles of others in promoting **co-productive** commissioning
- K8 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K9 how to address conflicts and dilemmas about rights and discrimination
- K10 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:

- K11 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults

- K12 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K13 indicators of potential harm or abuse
- K14 how and when to escalate any concerns about harm or abuse, including whistleblowing
- K15 how to support others who have expressed concern about harm or abuse
- K16 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:

- K17 how to evaluate the benefits of working in a **politically, economically, sociologically, technologically, legally and environmentally** sustainable way
- K18 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K19 how to evaluate the sustainability of commissioned services
- K20 how to develop sustainable new ideas in your area of responsibility

Partnership working

You need to know and understand:

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

- K29 how to influence the work of the partnership to meet agreed **outcomes**
- K30 how to use and develop integrated policies, procedures, guidance and protocols with others involved in partnerships
- K31 the statutory and financial constraints for **agreeing budgets** to support partnership working
- K32 how to evaluate effective partnership working

Risk management

You need to know and understand:

- K33 how to analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
- K34 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
- K35 how to develop practice that facilitates positive risk-taking

Your practice

You need to know and understand:

- K36 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
- K37 European, UK and country specific legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
- K38 how to access accurate interpretations of legal and regulatory requirements
- K39 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
- K40 how your role fits within your organisation and where you can go to for support
- K41 how to identify priorities and contribute to priority setting
- K42 how to evaluate the impact of commissioning, procurement and contracting activities on individuals, key people and communities

- K43 how to evaluate different methods and approaches of measuring the achievement of outcomes
- K44 how to evaluate the importance of preventative and community based provision
- K45 how to manage agreed transformations for service provision
- K46 techniques for problem solving and innovative thinking
- K47 how to manage budgets and resources
- K48 how to identify and manage ethical conflicts and dilemmas in your work
- K49 your own background, experiences and beliefs that may have an impact on your practice
- K50 how to use **evidence based practice** to justify your actions and decisions
- K51 how to contribute to the development of systems, practices, policies and procedures

Theory for practice

You need to know and understand:

- K52 how to evaluate the impact of **social, medical and business models** on the achievement of outcomes
- K53 how to evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
- K54 how to evaluate theories and approaches to management relevant to your area of responsibility

Personal and professional development

You need to know and understand:

- K55 how to promote reflective, person centred, evidence based practice
- K56 your role in sharing and developing knowledge and practice with others, including individuals, key people and communities
- K57 how to manage time and workload
- K58 how to provide constructive feedback
- K59 how to identify and access opportunities for professional development
- K60 how to develop professional knowledge and practice through reflective supervision and appraisal

Communication

You need to know
and understand:

- K61 how to use communication as a foundation for co-productive commissioning
- K62 how to manage and promote effective communication with **colleagues**, individuals and other stakeholders

Handling information

You need to know
and understand:

- K63 legal requirements, policies, procedures and protocols for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice
- K64 legal and work setting requirements for recording information and producing reports within timescales
- K65 how to identify, collect, analyse, measure and assess data
- K66 methods of making data, information and analysis accessible for individuals, key people and other stakeholders including decision makers
- K67 how and where electronic communications can and should be used

Health and Safety

You need to know
and understand:

- K68 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

Key partners might include public or third sector partners, individuals, key people, community representatives and other stakeholders

A **range of sources** would include, legislative, regulatory, commissioning and organisational requirements; recognised performance management standards; historical performance measurement information; current research and evidence based practice

Qualitative subjective data that describes an individual's or group's thoughts and feelings about a topic, process, initiative or aspect of the service or provision. It will include descriptive accounts elicited from individuals, focus groups, interviews and consultations

Quantitative numerical and statistical data collected about a topic, process, initiative or aspect of the service or provision

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.

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.

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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

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