Overview

This standard identifies the requirements when managing the performance of commissioning services in your area of responsibility. It includes identifying and using performance indicators and measurement methods to evaluate the performance of the service provision.

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

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Performance criteria	**Identify indicators of the performance of your service and methods to measure these**

You must be able to:

P1   support **key partners** to develop an understanding of the legislative, regulatory, registration and inspection requirements to measure the performance of your service

P2   work with key partners and colleagues to identify how performance 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 performance of your service

P4   use a **range of sources** to inform the development of performance indicators

P5   work with key partners to develop performance indicators

P6   provide information on agreed performance indicators to **individuals**, **key people** and **stakeholders** in an accessible format

P7   identify appropriate data collection methods for the objective measurement of performance

P8   agree with key partners how they will participate in measuring performance for your area of responsibility

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

You must be able to:

P9   implement systems, procedures and practice to monitor and measure the progress of your service against agreed performance indicators

P10   implement systems, procedures and practice to collect **quantitative** and **qualitative** information and data on the performance of your service

P11   support key partners, individuals, key people and stakeholders to contribute to the monitoring and measuring of the quality of your service against agreed indicators

P12   ensure that colleagues use systems, procedures and practice to monitor and measure the performance of your service against agreed indicators

P13   ensure the continuous collection of information and data to provide a baseline against which performance can be measured and trends identified

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P14   identify the impact on your service of the functions and priorities of
        partner organisations

P15   work with partner organisations to minimise any negative impact caused
        by their functions and priorities on the performance of your service

Evaluate the performance of your service against agreed indicators

You must be able to: P16   analyse the quantitative and qualitative information and data collected
                                 from the performance monitoring

                         P17   interpret the analysis of the data collected to report on performance
                                 indicators that have been met and areas for improvement

                         P18   identify changes required to meet areas that need to be improved

                         P19   identify the resources required to implement recommended changes

                         P20   agree recommended changes with key partners including individuals and
                                 key people

Evaluate performance measurement systems, procedures and practice

You must be able to: P21   analyse the effectiveness of systems, procedures and practice used to
                                 monitor and measure the performance of your service

                         P22   interpret the analysis of systems, procedures and practice to make
                                 recommendations for improvement

                         P23   lead work with individuals, key people and other stakeholders to revise
                                 systems, procedures and practice used to monitor and measure the
                                 performance of the service, based on recommendations for improvement

                         P24   evaluate the effectiveness of performance indicators used for
                                 performance measurement

                         P25   work with individuals, key people and stakeholders to revise performance
                                 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	critically evaluate theories, methods and models of performance management, quality assurance and control
	K2	procedures, criteria, methods and indicators relevant for the performance measurement of the service provision including regulatory and registration requirements
	K3	how to collect, critically analyse and interpret quantitative and qualitative data that contributes to performance management
	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

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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

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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

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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

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Scope / range related to performance criteria:

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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.

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.

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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.

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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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