
Overview

This standard is about using and developing opportunities to exchange knowledge and good practice about commissioning, procurement and contracting, both within and between organisations and with individuals and key people. It includes planning how knowledge and good practice could be exchanged and managing the sharing process. The standard goes on to cover reviewing both the knowledge and practice that have been exchanged and the sharing process itself.

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

Performance criteria

Plan to exchange knowledge and good practice

You must be able to:

- P1 research **trends and developments** in good commissioning practice, which may include ethical and professional commissioning, collaboration and **co-production**, financial risk and responsibility, **flexible and innovative ways** of working and changes to the market
- P2 carry out an audit to measure the commissioning practice for your area of responsibility against trends and developments
- P3 identify areas where learning from the knowledge and good practice of departmental and corporate colleagues, **commissioning partners, individuals, key people** and **stakeholders** would support the **sustainable** achievement of **outcomes**
- P4 identify areas where you could share knowledge and good practice to support the interests or work of others
- P5 identify opportunities to exchange knowledge and good practice with colleagues, commissioning partners, individuals, key people and stakeholders, through new or existing arrangements within or outside your organisation
- P6 promote the value of exchanging of knowledge and good practice to colleagues and commissioning partners
- P7 address **barriers** to exchanging knowledge and good practice
- P8 ensure that you comply with legal and **organisational** values and requirements when sharing knowledge and good practice
- P9 develop criteria for evaluating the impact of exchanging knowledge and good practice
- P10 seek agreement from decision makers about how to develop arrangements for exchanging knowledge and good practice

Implement and manage opportunities to exchange knowledge and good practice

You must be able to:

- P11 develop arrangements to exchange knowledge and good practice as agreed with decision makers
- P12 provide advice and guidance about your area of work as needed to

practitioners, procurement colleagues, individuals, key people and stakeholders

- P13 seek advice and guidance from practitioners, procurement colleagues, individuals, key people and stakeholders as needed to inform your work
- P14 analyse examples of knowledge and good practice that are new to you
- P15 evaluate the extent to which new knowledge and practices could improve quality, performance and the achievement of outcomes in your area of responsibility
- P16 develop plans to revise practices in your area of work
- P17 seek agreement to change practices in your area of work

Review and evaluate the exchange of knowledge and good practice

You must be able to:

- P18 continuously review practices in your area of responsibility to identify areas that would be valuable to others, within or outside your organisation
- P19 evaluate the impacts of exchanging knowledge and good practice for your area of responsibility
- P20 analyse how the process of exchanging knowledge and good practice could be improved
- P21 use supervision to reflect on your learning
- P22 share ideas about how to improve the process of exchanging knowledge and good practice

Knowledge and understanding

Specific to this NOS

You need to know and understand:

- K1 reasons for sharing knowledge and good practice with others
- K2 ways of benchmarking good practice
- K3 how to analyse the transferability of knowledge and good practice
- K4 what knowledge assets are and why they are important to the business
- K5 how to evaluate the impacts of sharing knowledge and good practice
- K6 how to conduct a knowledge audit
- K7 the contribution that sharing knowledge and good practice makes to the continuous quality improvement of service delivery

Rights

You need to know and understand:

- K8 legal and work setting requirements for equality, diversity, discrimination and rights
- K9 legal and work setting requirements for complaints and whistle blowing
- K10 your role and the roles of others in promoting **co-productive** commissioning
- K11 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K12 how to address conflicts and dilemmas about rights and discrimination
- K13 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:

- K14 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults
- K15 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices

- K16 indicators of potential harm or abuse
- K17 how and when to escalate any concerns about harm or abuse, including whistleblowing
- K18 how to support others who have expressed concern about harm or abuse
- K19 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:

- K20 how to evaluate the benefits of working in a **politically, economically, sociologically, technologically, legally and environmentally** sustainable way
- K21 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K22 how to evaluate the sustainability of commissioned services
- K23 how to develop sustainable new ideas in your area of responsibility

Partnership working

You need to know and understand:

- K24 how **collaborative and integrated working** can be used to maximise resources
- K25 how to promote co-productive commissioning
- K26 how to work with individuals, key people and communities through co-productive commissioning, procurement and contracting
- K27 how to support the interests of individuals and other stakeholders
- K28 how to engage with social care and procurement professionals during commissioning, procurement and contracting activities
- K29 how to analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
- K30 how to analyse the drivers and constraints that impact on businesses and third sector organisations
- K31 the **business processes** and **operational realities** of service providers
- K32 how to influence the work of the partnership to meet agreed **outcomes**

- K33 how to use and develop integrated policies, procedures, guidance and protocols with others involved in partnerships
- K34 the statutory and financial constraints for **agreeing budgets** to support partnership working
- K35 how to evaluate effective partnership working

Risk management

You need to know and understand:

- K36 how to analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
- K37 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
- K38 how to develop practice that facilitates positive risk-taking

Your practice

You need to know and understand:

- K39 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
- K40 European, UK and country specific legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
- K41 how to access accurate interpretations of legal and regulatory requirements
- K42 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
- K43 how your role fits within your organisation and where you can go to for support
- K44 how to identify priorities and contribute to priority setting
- K45 how to evaluate the impact of commissioning, procurement and contracting activities on individuals, key people and communities
- K46 how to evaluate different methods and approaches of measuring the achievement of outcomes

- K47 how to evaluate the importance of preventative and community based provision
- K48 how to manage agreed transformations for service provision
- K49 techniques for problem solving and innovative thinking
- K50 how to manage budgets and resources
- K51 how to identify and manage ethical conflicts and dilemmas in your work
- K52 your own background, experiences and beliefs that may have an impact on your practice
- K53 how to use **evidence based practice** to justify your actions and decisions
- K54 how to contribute to the development of systems, practices, policies and procedures

Theory for practice

You need to know and understand:

- K55 how to evaluate the impact of **social, medical and business models** on the achievement of outcomes
- K56 how to evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
- K57 how to evaluate theories and approaches to management relevant to your area of responsibility

Personal and professional development

You need to know and understand:

- K58 how to promote reflective, person centred, evidence based practice
- K59 your role in sharing and developing knowledge and practice with others, including individuals, key people and communities
- K60 how to manage time and workload
- K61 how to provide constructive feedback
- K62 how to identify and access opportunities for professional development
- K63 how to develop professional knowledge and practice through reflective supervision and appraisal

Communication

You need to know
and understand:

- K64 how to use communication as a foundation for co-productive commissioning
- K65 how to manage and promote effective communication with **colleagues**, individuals and other stakeholders

Handling information

You need to know
and understand:

- K66 legal requirements, policies, procedures and protocols for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice
- K67 legal and work setting requirements for recording information and producing reports within timescales
- K68 how to identify, collect, analyse, measure and assess data
- K69 methods of making data, information and analysis accessible for individuals, key people and other stakeholders including decision makers
- K70 how and where electronic communications can and should be used

Health and Safety

You need to know
and understand:

- K71 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

Trends and developments include key local, regional, national and European initiatives, developments and emerging thinking. They may be internal or external to your organisation

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.

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.

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 community representatives 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.

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.

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

individuals, key people, communities and others.

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

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

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