SCDCPC429
Contribute to and influence policy and strategy development within and beyond your own organisation

Overview

This standard is about the contributions that commissioning, procurement and contracting professionals can make to the on-going development of organisational policies and strategies, both within and outside your organisation. Active involvement of this kind is essential to robust policy development and can include all of the organisation's workers, partners and other stakeholders. This can include, but is not limited to, strategies and policies that relate directly to commissioning, procurement and contracting.

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

Performance criteria

Contribute to development of strategy and policy within your organisation

You must be able to:

P1 analyse national and European legislation which underpins local policy and the strategic direction of your **organisation**

P2 evaluate the effectiveness of strategies and policies that impact on your work

P3 identify areas for improvement in strategies and policies

P4 analyse the need and potential for changes to policy within your organisation

P5 make recommendations for **innovative** approaches to your organisation's work

P6 identify the **risks** associated with your recommendations

P7 identify ways to implement developments and initiatives including the methods, timescales, roles and **resources** needed

P8 contribute to establishing the values, aims and objectives for development

P9 establish effective working relationships with **relevant people**

P10 analyse any conflicting interests, **constraints** and **barriers** to progress

Contribute to development of strategy and policy outside your own organisation

You must be able to:

P11 contribute to consultations, forums and policy making at a local, regional or national level

P12 offer new ideas and innovative approaches to organisations outside your own

P13 establish effective networks outside your own organisation

P14 seek out opportunities to influence strategy, policy and service delivery developments

P15 share your values, knowledge and experience to support your views and ideas

P16 provide clear, accurate and **accessible** information in accordance with your organisation's policies on information and knowledge sharing

P17 ensure that your own organisation supports your contributions

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Knowledge and understanding	**Specific to this NOS**	
You need to know and understand:	K1	how to access information on knowledge and best practice relevant to your area of work
	K2	principles underpinning policy and strategy development
	K3	networking and partnership opportunities that can extend your influence
	K4	how to analyse lessons learned from successful and unsuccessful policy developments

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

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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

| K61 | how to use communication as a foundation for co-productive |

and understand: 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.

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.

Innovation is a concept that covers new, original and different ideas, methods or tools that offer a fresh perspective on how to achieve outcomes.

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.

Resources include financial, human and physical resources as well as time.

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.

Constraints restrict what is able to be done and can be due to limited finance, workforce or workforce capacity, or organisation requirements and plans.

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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.

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 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

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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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