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**Overview**

This standard is about evaluating the sustainability of commissioning activity in your area of responsibility to support the achievement of priority outcomes. It covers planning and carrying out a co-productive, evidence based review, considering areas where change may be needed and agreeing recommendations for changes that aim to improve the sustainable achievement of outcomes.

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

## Performance criteria

## Plan to review the sustainability of commissioning activity for your area of work

### You must be able to:

- P1 engage individuals, key people, communities, **stakeholders**, **colleagues** and **commissioning partners** in the **co-productive** review of commissioning activity for your area of work
- P2 identify the **purpose** and legal basis of the review
- P3 agree the **scope** of the review
- P4 agree any standard tools or templates you will use
- P5 agree the **measures** that you will use to carry out the assessment
- P6 confirm the indicators that you will use during the assessment

## Gather evidence to review commissioning activity for your area of work

### You must be able to:

- P7 identify the priority **outcomes** in your **organisation's** commissioning strategies and plans
- P8 identify the results of any previous reviews
- P9 collect valid, reliable, and current **information** about how individuals, key people and communities interact with the products and services commissioned in your area of responsibility
- P10 facilitate opportunities for individuals, key people and communities to give open and honest feedback about their satisfaction with services
- P11 engage with individuals, key people and communities to assess current levels of satisfaction with services
- P12 research significant national, regional and local trends and developments in commissioning strategies and plans

## Evaluate the effectiveness of commissioning activity for your area of work

### You must be able to:

- P13 agree how to evaluate the effectiveness of commissioning activity with individuals, key people, communities, stakeholder, colleagues and commissioning partners
- P14 ensure that your evaluation balances **risk** and priority outcomes
- P15 analyse social impacts of commissioning activity for your area of work using

- agreed measures, including the achievement of outcomes for individuals and key people, and the impacts on local communities and the workforce
- P16 analyse the economic impacts of commissioning activity for your area of work using agreed measures, including the impacts on local communities and the workforce
- P17 analyse the environmental impacts of commissioning activity for your area of work using agreed measures
- P18 collate the results of your analyses
- P19 use your collated results to evaluate the sustainability of commissioning activity against identified indicators
- P20 use results from previous reviews to identify any trends
- P21 identify any areas of risk for commissioning activity
- P22 maintain records of your evaluation in accordance with legal and organisational requirements
- P23 share information from your evaluation with all **relevant people**

### **Make recommendations for change to improve outcomes**

#### **You must be able to:**

- P24 agree with those involved in the evaluation areas where commissioning activity needs to change, based on the evidence from your evaluation
- P25 share information about current trends and developments in commissioning activity, including their risks, strengths and weaknesses
- P26 agree recommendations for change with those involved in the evaluation that meet the values, legal and organisational requirements of your organisation
- P27 gather evidence of the **capacity** and **capability** of the market to meet any proposed changes
- P28 identify any areas for market development
- P29 develop a risk management plan for any proposed changes
- P30 make recommendations to decision makers about any proposed changes
- P31 share the outcome of the review with individuals, key people, communities and other relevant people

## Knowledge and understanding

### Specific to this NOS

#### You need to know and understand:

- K1 the ways in which public-sector spending affects social, economic and environmental factors in a local area
- K2 theoretical and evidence-based approaches to sustainability and why it is important
- K3 approaches and methodology for impact assessments
- K4 how to access tools and templates to support the sustainability impact assessment
- K5 how to apply strategies to increase sustainable procurement in your organisation
- K6 how to record and present the results of an impact assessment

### Rights

#### You need to know and understand:

- K7 legal and work setting requirements for equality, diversity, discrimination and rights
- K8 legal and work setting requirements for complaints and whistle blowing
- K9 your role and the roles of others in promoting **co-productive** commissioning
- K10 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K11 how to address conflicts and dilemmas about rights and discrimination
- K12 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:

- K13 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults

- K14 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K15 indicators of potential harm or abuse
- K16 how and when to escalate any concerns about harm or abuse, including whistleblowing
- K17 how to support others who have expressed concern about harm or abuse
- K18 what to do if you have reported concerns but no action is taken to address them

### Sustainability

You need to know  
and understand:

- K19 how to evaluate the benefits of working in a **politically, economically, sociologically, technologically, legally and environmentally** sustainable way
- K20 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K21 how to evaluate the sustainability of commissioned services
- K22 how to develop sustainable new ideas in your area of responsibility

### Partnership working

You need to know  
and understand:

- K23 how **collaborative and integrated working** can be used to maximise resources
- K24 how to promote co-productive commissioning
- K25 how to work with individuals, key people and communities through co-productive commissioning, procurement and contracting
- K26 how to support the interests of individuals and other stakeholders
- K27 how to engage with social care and procurement professionals during commissioning, procurement and contracting activities
- K28 how to analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
- K29 how to analyse the drivers and constraints that impact on businesses and third sector organisations

- K30 the **business processes** and **operational realities** of service providers
- K31 how to influence the work of the partnership to meet agreed **outcomes**
- K32 how to use and develop integrated policies, procedures, guidance and protocols with others involved in partnerships
- K33 the statutory and financial constraints for **agreeing budgets** to support partnership working
- K34 how to evaluate effective partnership working

### Risk management

You need to know  
and understand:

- K35 how to analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
- K36 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
- K37 how to develop practice that facilitates positive risk-taking

### Your practice

You need to know  
and understand:

- K38 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
- K39 European, UK and country specific legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
- K40 how to access accurate interpretations of legal and regulatory requirements
- K41 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
- K42 how your role fits within your organisation and where you can go to for support

- K43 how to identify priorities and contribute to priority setting
- K44 how to evaluate the impact of commissioning, procurement and contracting activities on individuals, key people and communities
- K45 how to evaluate different methods and approaches of measuring the achievement of outcomes
- K46 how to evaluate the importance of preventative and community based provision
- K47 how to manage agreed transformations for service provision
- K48 techniques for problem solving and innovative thinking
- K49 how to manage budgets and resources
- K50 how to identify and manage ethical conflicts and dilemmas in your work
- K51 your own background, experiences and beliefs that may have an impact on your practice
- K52 how to use **evidence based practice** to justify your actions and decisions
- K53 how to contribute to the development of systems, practices, policies and procedures

### Theory for practice

You need to know  
and understand:

- K54 how to evaluate the impact of **social, medical and business models** on the achievement of outcomes
- K55 how to evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
- K56 how to evaluate theories and approaches to management relevant to your area of responsibility

### Personal and professional development

You need to know  
and understand:

- K57 how to promote reflective, person centred, evidence based practice
- K58 your role in sharing and developing knowledge and practice with others, including individuals, key people and communities
- K59 how to manage time and workload
- K60 how to provide constructive feedback

- K61 how to identify and access opportunities for professional development
- K62 how to develop professional knowledge and practice through reflective supervision and appraisal

### Communication

You need to know and understand:

- K63 how to use communication as a foundation for co-productive commissioning
- K64 how to manage and promote effective communication with **colleagues**, individuals and other stakeholders

### Handling information

You need to know and understand:

- K65 legal requirements, policies, procedures and protocols for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice
- K66 legal and work setting requirements for recording information and producing reports within timescales
- K67 how to identify, collect, analyse, measure and assess data
- K68 methods of making data, information and analysis accessible for individuals, key people and other stakeholders including decision makers
- K69 how and where electronic communications can and should be used

### Health and Safety

You need to know and understand:

- K70 legal and work setting requirements for health, safety and security in the work environment



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## 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.

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.

**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.

**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.

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 **purpose** of the assessment could relate to establishing impact prior to or following commissioning; it may be part of standard commissioning procedure or need to address a specific issue or public interest.

The **scope** of the assessment identifies what will be included and may be local, regional, national or global.

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.

The **measures** that you use may include indicators and other ways to evaluate impact. They might focus on a range on factors including carbon from buildings or transport, wildlife habitats, water, land, food, materials, housing, health, social, recreational, accessibility, travel, air quality, noise, built environment, job creation, participation.

**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.

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.

**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.

**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.

**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.

**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.

**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

<b>Developed by</b>	Skills for Care and Development
<b>Version number</b>	1
<b>Date approved</b>	February 2014
<b>Indicative review date</b>	February 2019
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating organisation</b>	Skills for Care and Development
<b>Original URN</b>	New
<b>Relevant occupations</b>	Contract Manager; Managers and leaders with responsibility for interagency working; Childcare and Related Personal Services; Health and Social Care; Planning Officer; Strategy Officer
<b>Suite</b>	Commissioning, Procurement and Contracting for Care Services
<b>Key words</b>	Assess impact; commissioning; activity; social; economic; environmental sustainability; planning