SCDCPC503
Conduct a strategic review of the commissioning environment for your area of responsibility

Overview

This standard is about understanding and being able to responding to changes and emerging trends that impact on your organisation's environment. It involves evaluating trends and changes within and outside your organisation, ensuring that your organisation is able to respond to changes in its environment and analysing the potential impact of future development.

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

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Performance criteria	**Evaluate internal and external trends and changes**
You must be able to:	P1 critically analyse information about the **outcomes** required by **individuals** and **key people**
	P2 critically analyse information about the market supplying services
	P3 monitor **risks, trends and developments** that impact your area of responsibility, including those originating both within and outside of your **organisation**
	P4 evaluate the impact of risks, trends and developments on your area of responsibility
	P5 manage **information** and knowledge to support effective evaluation
	P6 justify any assumptions you have made in your evaluation
	P7 process information about risks, trends and developments into an **accessible** format
	P8 share information about risks, trends and developments as widely as possible
	P9 make changes and adjustments to your organisation's activities in light of your evaluation

Position your organisation to respond rapidly to change

You must be able to:	P10 promote **co-production** in organisational or market development through structures, systems and processes
	P11 work with **key partners** to prepare responses to change
	P12 manage the risks involved in change
	P13 keep key decision makers aware, informed and prepared to respond to changes

Analyse the potential impact of future development

You must be able to:	P14 assess a range of **future scenarios** within the environment in which your organisation operates
	P15 use **horizon scanning** to determine the likelihood, impact, risk and timeframe of future developments
	P16 analyse the implications of future developments on your organisation, the

individuals and key people it serves and its markets

P17   provide key decision makers and all appropriate people with regular information

Knowledge and understanding	**Specific to this NOS**

You need to know and understand:	K1	different sources of information and how to use them effectively to establish validity and reliability
	K2	how to measure and review organisational performance
	K3	how to analyse organisational culture
	K4	how to undertake an analysis of the organisation
	K5	how to undertake an analysis of the political, economic, social, technological, legal and environmental factors in the external environment
	K6	how to analyse the interests of individuals, and other stakeholders, markets and partners
	K7	how to build future scenarios and assess their implications
	K8	how to access and use the process of horizon scanning

Rights

You need to know and understand:	K9	legal and work setting requirements for equality, diversity, discrimination and rights
	K10	legal and work setting requirements for complaints and whistle blowing
	K11	your role and the roles of others in promoting **co-productive** and **community based commissioning**
	K12	the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals**, **key people** and communities
	K13	how to challenge, critically evaluate and take informed action against discrimination
	K14	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:	K15	legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults

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K16 the responsibility that everyone has to raise concerns about possible harm
or abuse, poor or discriminatory practices

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 critically analyse the **political, economic, sociological,
technological, legal and environmental** responsibilities relevant to your
area of responsibility

K21 how to promote your **organisation**'s political, economic, sociological,
technological, legal and environmental responsibilities

K22 how to critically evaluate the sustainability of commissioned services

K23 how to critically evaluate the development of sustainable new ideas in
your area of responsibility

Partnership working

You need to know
and understand:

K24 how **collaborative and integrated working** can maximise resources

K25 how to lead co-productive and community based commissioning

K26 how to ensure that social care and procurement professionals are
engaged during commissioning, procurement and contracting activities

K27 how to critically analyse the **priorities, interests** and contributions of
stakeholders and their impact on partnership working

K28 how to critically analyse the drivers and constraints that impact on
businesses and third sector organisations

K29 the **business processes** and **operational realities** of service providers

K30 how to influence the work of the partnership to meet agreed **outcomes**

K31 how to develop governance arrangements for partnerships that take
account of the strategic aims and objectives of different partners

K32 how to analyse the statutory and financial constraints for **agreeing
budgets** to support partnership working

K33 how to promote further partnerships amongst providers and other

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stakeholders though strategic commissioning

K34 how to critically evaluate the effectiveness of partnership working

Risk management

You need to know
and understand:

K35 how to critically analyse the risks involved in commissioning, procurement and contracting for your area of responsibility

K36 how to assess the financial viability of commissioning plans and proposals

K37 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility

K38 how to promote practice that facilitates positive risk-taking

Your practice

You need to know
and understand:

K39 European, UK and national legislation, statutory codes, standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting for your area of responsibility

K40 European, UK and national 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 analyse lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions

K43 how to work with key decision makers to ensure accountability for fiscal policy and the achievement of outcomes

K44 how to make decisions and agree priorities

K45 how to critically evaluate the impact of commissioning, procurement and contracting decisions on individuals, key people and communities

K46 how to critically evaluate the importance of preventative and community based provision

K47 how to lead the transformation of service provision

K48 how to interpret financial information, including financial mapping, to inform commissioning, procurement and contracting

K49 how to use and promote **evidence based practice** to justify your actions

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and decisions

K50 principles of reflective practice and why it is important

K51 how to identify and access opportunities for professional development

Theory for practice

You need to know
and understand:

K52 how to critically evaluate the impacts of **social, medical and business models** on the achievement of outcomes

K53 how to critically evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used

K54 how to critically evaluate theories and approaches to leadership and management relevant to your area of responsibility

Communication

You need to know
and understand:

K55 how to promote communication as a foundation for co-productive and community based commissioning

K56 how to lead effective communication within and between organisations

Handling information

You need to know
and understand:

K57 legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice

K58 legal and work setting requirements for recording information and producing reports within timescales

K59 methods of making data, information and analysis accessible for individuals, key people and other stakeholders others including decision makers

K60 how and where electronic communications can and should be used

Health and Safety

You need to know
and understand:

K61 legal and work setting requirements for health, safety and security in the work environment

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Managing People

You need to know
and understand:

K62 legal and work setting requirements for employment practices

K63 internal and external governance arrangements for your area of
responsibility

K64 how to create a culture that promotes openness, creativity and problem
solving

K65 how to create a culture that supports people to embrace change

K66 factors that can lead to pressures on the service, individual and team
performance

K67 how to manage time workload and performance to meet targets and
achieve outcomes

K68 how to provide constructive feedback to others how to develop the
professional knowledge and practice of others through reflective
supervision and appraisal

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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.

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.

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.

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.

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

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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.

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.

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.

Key partners might include public or third sector partners, individuals, key people and communities or service providers.

Futures scenarios enable offer an insight into a range of possibilities for the future and can be used to explore how well they are able to respond in different circumstances.

Horizon scanning is a specific technique that considers ranges of possible, plausible futures so that planning can be put in place to adapt to and mitigate against various conditions.

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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 with individuals, key people and communities, recognising the expertise that people have and the support that they offer to each other. It places individuals, key people and communities at the centre of decision making and control.

Community based commissioning involves collaborating with local people, community groups and organisations in designing and delivering services, taking account of the roles that people want to take. It involves using and developing people's skills and abilities throughout all commissioning, procurement and contracting activities.

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.

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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

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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 including those 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.

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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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