
Overview

This standard is about supporting and gaining agreement for key strategic plans within your own organisation. It includes supporting a strategy proposal, negotiating its agreement and ensuring that the strategy can be delivered.

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

Performance criteria

Support a sustainable strategy proposal to achieve outcomes

- You must be able to:
- P1 identify the long term aims and objectives for a strategy proposal
 - P2 analyse the required **outcomes** of the strategy proposal against your **organisation's** values and responsibilities
 - P3 analyse the nature and level of supply and demand
 - P4 promote workable proposals for **flexible and innovative ways** to achieve outcomes
 - P5 identify potential opportunities for **co-productive** and joint working with **commissioning partners** and **stakeholders**
 - P6 evaluate the market development necessary in order to achieve priority outcomes
 - P7 undertake an equality and **sustainability** impact assessment
 - P8 present your analyses and evaluations to **relevant people**
 - P9 identify clearly how the strategy proposal reflects legislation, policy drivers and current thinking
 - P10 ensure that a comprehensive **risk** assessment and management strategy is included
 - P11 justify the level and type of **resources** necessary to deliver the proposed strategy

Negotiate agreement for a strategy proposal

- You must be able to:
- P12 seek opportunities to inform and influence key decision makers in support of your proposal
 - P13 provide **information** and supporting evidence to decision makers in an **accessible** format and in good time for them to make use of it
 - P14 develop an **options appraisal** for the proposed strategy
 - P15 present the options appraisal clearly and positively
 - P16 deal constructively with queries, concerns and objections
 - P17 negotiate agreements and compromises to the proposed strategy to achieve priority outcomes identified with **individuals, key people** and communities
 - P18 record the agreement reached

Ensure that the strategy can be delivered

- You must be able to:**
- P19 develop practical and sustainable strategy implementation plans that incorporate the review and revision of long term plans
 - P20 ensure that systems and processes enable the engagement of individuals, key people, communities and others
 - P21 negotiate for resources to deliver the strategy
 - P22 ensure that a suitably qualified and experienced workforce is available to deliver the outcomes identified in the strategy
 - P23 negotiate to agree structures, systems and processes that enable any joint and collaborative working identified in the strategy
 - P24 ensure that monitoring and evaluation plans are developed and implemented

Knowledge and understanding

Specific to this NOS

You need to know and understand:

- K1 how to undertake the research and consultations necessary for the preparation of a commissioning strategy
- K2 how to implement the requirements of joint working and commissioning
- K3 ways to work effectively with key decision makers

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** and **community based 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 challenge, critically evaluate and take informed action against 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
- K12 how and when to escalate any concerns about harm or abuse, including whistleblowing
- K13 how to support others who have expressed concern about harm or abuse
- K14 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:

- K15 how to critically analyse the **political, economic, sociological, technological, legal and environmental** responsibilities relevant to your area of responsibility
- K16 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K17 how to critically evaluate the sustainability of commissioned services
- K18 how to critically evaluate the development of sustainable new ideas in your area of responsibility

Partnership working

You need to know and understand:

- K19 how **collaborative and integrated working** can maximise resources
- K20 how to lead co-productive and community based commissioning
- K21 how to ensure that social care and procurement professionals are engaged during commissioning, procurement and contracting activities
- K22 how to critically analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
- K23 how to critically analyse the drivers and constraints that impact on businesses and third sector organisations
- K24 the **business processes** and **operational realities** of service providers
- K25 how to influence the work of the partnership to meet agreed **outcomes**
- K26 how to develop governance arrangements for partnerships that take account of the strategic aims and objectives of different partners
- K27 how to analyse the statutory and financial constraints for **agreeing budgets** to support partnership working
- K28 how to promote further partnerships amongst providers and other stakeholders through strategic commissioning
- K29 how to critically evaluate the effectiveness of partnership working

Risk management

You need to know and understand:

- K30 how to critically analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
- K31 how to assess the financial viability of commissioning plans and proposals

K32 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility

K33 how to promote practice that facilitates positive risk-taking

Your practice

You need to know and understand:

K34 European, UK and national legislation, statutory codes, standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting for your area of responsibility

K35 European, UK and national legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies

K36 how to access accurate interpretations of legal and regulatory requirements

K37 how to analyse lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions

K38 how to work with key decision makers to ensure accountability for fiscal policy and the achievement of outcomes

K39 how to make decisions and agree priorities

K40 how to critically evaluate the impact of commissioning, procurement and contracting decisions on individuals, key people and communities

K41 how to critically evaluate the importance of preventative and community based provision

K42 how to lead the transformation of service provision

K43 how to interpret financial information, including financial mapping, to inform commissioning, procurement and contracting

K44 how to use and promote **evidence based practice** to justify your actions and decisions

K45 principles of reflective practice and why it is important

K46 how to identify and access opportunities for professional development

Theory for practice

You need to know and understand:

K47 how to critically evaluate the impacts of **social, medical and business models** on the achievement of outcomes

K48 how to critically evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used

K49 how to critically evaluate theories and approaches to leadership and management relevant to your area of responsibility

Communication

You need to know and understand:

K50 how to promote communication as a foundation for co-productive and community based commissioning

K51 how to lead effective communication within and between organisations

Handling information

You need to know and understand:

K52 legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice

K53 legal and work setting requirements for recording information and producing reports within timescales

K54 methods of making data, information and analysis accessible for individuals, key people and other stakeholders others including decision makers

K55 how and where electronic communications can and should be used

Health and Safety

You need to know and understand:

K56 legal and work setting requirements for health, safety and security in the work environment

Managing People

You need to know and understand:

K57 legal and work setting requirements for employment practices

K58 internal and external governance arrangements for your area of responsibility

K59 how to create a culture that promotes openness, creativity and problem solving

K60 how to create a culture that supports people to embrace change

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- K61 factors that can lead to pressures on the service, individual and team performance
 - K62 how to manage time workload and performance to meet targets and achieve outcomes
 - K63 how to provide constructive feedback to others
 - K64 how to develop the professional knowledge and practice of others through reflective supervision and appraisal

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 and numbers of service provision to what that provision can actually achieve. This shift places the person or people using the commissioned provision to 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.

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.

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.

Commissioning partners are individuals or representatives of groups and organisations who are involved in making commissioning decisions for your organisation. They can include individuals and other stakeholders as well as organisations with whom you undertake joint commissioning activities or who deliver services.

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.

Relevant people can include individuals, decision makers and other stakeholders and will vary depending on the issues and circumstances. Who the relevant people are can depend upon circumstances.

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 can be financial, human, physical, resources and time.

Information may be any form of communication from and about individuals, key people and other 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.

An **options appraisal** sets out the choices and implications for action or inaction, together with reasoned recommendations about the most suitable course of action.

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 include family, friends, carers and others with whom the individual has a supportive relationship.

**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.

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 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.

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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