
Overview

This standard is about taking a lead in identifying how the workforce can achieve priority outcomes. It involves working in partnership to develop and embed plans for the wider workforce into commissioning strategies and positioning your organisation to be able to respond to changes in workforce requirements. Workforce plans also need to be monitored and reviewed, and any changes shared with commissioning partners.

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

Performance

criteria

Embed workforce planning into commissioning strategies

- You must be able to:
- P1 critically analyse the implications for **workforce** planning of strategic commissioning plans for your area of responsibility
 - P2 involve **key partners** in workforce planning and development
 - P3 critically analyse workforce trends and movements
 - P4 identify the mix of skills, knowledge and experience required by the workforce to deliver priority **outcomes** through **sustainable** and **co-productive** commissioning, procurement and contracting
 - P5 critically analyse the **diversity, capacity** and **capability** of the current workforce to meet identified requirements
 - P6 critically evaluate the impact of **flexible and innovative ways of working** on the workforce, including any new types of worker or models of service that may be needed
 - P7 develop evidence based plans with key partners to meet **workforce development needs**
 - P8 analyse the **risks** associated with the workforce plan
 - P9 seek feedback on workforce development plans from across the workforce in an accessible way
 - P10 include workforce plans in commissioning strategies

Position your organisation to respond to changes in workforce requirements

- You must be able to:
- P11 work with key partners to develop plans that meet the long, medium, and short-term workforce requirements for your area of responsibility
 - P12 use specialist expertise to assist in workforce planning activities where needed
 - P13 ensure that workforce plans promote diversity of the workforce, including varied and flexible working arrangements
 - P14 ensure that workforce plans incorporate risk management and contingency arrangements to deal with unforeseen circumstances and maintain service continuity
 - P15 seek the resources needed to implement your workforce plan

P16 manage the implementation of your workforce plans

P17 ensure that key partners are informed of any relevant changes to your workforce plan

Monitor and review workforce plans in the light of progress towards outcomes

You must be able to:

P18 critically evaluate the extent to which the workforce plan has promoted the achievement of priority outcomes

P19 critically analyse the management of risks contained within the workforce plan

P20 seek feedback from a range of sources on any changing workforce needs

P21 review the effectiveness of the workforce plan in light of your evaluation and feedback about workforce needs

P22 share the results of your review with key partners

P23 work with key partners to analyse any necessary changes in workforce requirements

P24 implement any resulting changes to workforce plans

Knowledge and understanding

Specific to this NOS

You need to know and understand:

- K1 how to critically analyse the implications of differences in types, structures, governance and capacity of organisations, particularly voluntary sector and micro-providers, for workforce planning
- K2 how to access sources of information to inform workforce planning, including information produced by workforce regulators
- K3 how to develop a workforce plan
- K4 how to access sources of specialist expertise in relation to workforce planning
- K5 how to put contingency arrangements in place
- K6 how to critically evaluate different ways to meet workforce requirements
- K7 types of employment agreements typically used within the sector
- K8 patterns for employing, recruiting, and keeping people in the sector
- K9 trends and developments in the sector relevant to workforce planning
- K10 working culture and practices of the sector
- K11 your organisation's vision, strategic objectives and associated plans, structure, values and culture
- K12 how to critically analyse the capacity and capability of the current workforce
- K13 local employment market conditions
- K14 employment policies and practices within your organisation
- K15 how to critically evaluate the impact of varied and flexible working arrangements on the workforce

Rights

You need to know and understand:

- K16 legal and work setting requirements for equality, diversity, discrimination and rights
- K17 legal and work setting requirements for complaints and whistle blowing
- K18 your role and the roles of others in promoting **co-productive** and **community based commissioning**
- K19 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K20 how to challenge, critically evaluate and take informed action against

discrimination

- K21 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:

- K22 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults
- K23 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K24 how and when to escalate any concerns about harm or abuse, including whistleblowing
- K25 how to support others who have expressed concern about harm or abuse
- K26 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:

- K27 how to critically analyse the **political, economic, sociological, technological, legal and environmental** responsibilities relevant to your area of responsibility
- K28 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K29 how to critically evaluate the sustainability of commissioned services
- K30 how to critically evaluate the development of sustainable new ideas in your area of responsibility

Partnership working

You need to know and understand:

- K31 how **collaborative and integrated working** can maximise resources
- K32 how to lead co-productive and community based commissioning
- K33 how to ensure that social care and procurement professionals are engaged during commissioning, procurement and contracting activities
- K34 how to critically analyse the **priorities, interests** and contributions of

stakeholders and their impact on partnership working

- K35 how to critically analyse the drivers and constraints that impact on businesses and third sector organisations
- K36 the **business processes** and **operational realities** of service providers
- K37 how to influence the work of the partnership to meet agreed **outcomes**
- K38 how to develop governance arrangements for partnerships that take account of the strategic aims and objectives of different partners
- K39 how to analyse the statutory and financial constraints for **agreeing budgets** to support partnership working
- K40 how to promote further partnerships amongst providers and other stakeholders through strategic commissioning
- K41 how to critically evaluate the effectiveness of partnership working

Risk management

You need to know and understand:

- K42 how to critically analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
- K43 how to assess the financial viability of commissioning plans and proposals
- K44 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
- K45 how to promote practice that facilitates positive risk-taking

Your practice

You need to know and understand:

- K46 European, UK and national legislation, statutory codes, standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting for your area of responsibility
- K47 European, UK and national legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
- K48 how to access accurate interpretations of legal and regulatory requirements
- K49 how to analyse lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
- K50 how to work with key decision makers to ensure accountability for fiscal

policy and the achievement of outcomes

- K51 how to make decisions and agree priorities
- K52 how to critically evaluate the impact of commissioning, procurement and contracting decisions on individuals, key people and communities
- K53 how to critically evaluate the importance of preventative and community based provision
- K54 how to lead the transformation of service provision
- K55 how to interpret financial information, including financial mapping, to inform commissioning, procurement and contracting
- K56 how to use and promote **evidence based practice** to justify your actions and decisions
- K57 principles of reflective practice and why it is important
- K58 how to identify and access opportunities for professional development

Theory for practice

You need to know and understand:

- K59 how to critically evaluate the impacts of **social, medical and business models** on the achievement of outcomes
- K60 how to critically evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
- K61 how to critically evaluate theories and approaches to leadership and management relevant to your area of responsibility

Communication

You need to know and understand:

- K62 how to promote communication as a foundation for co-productive and community based commissioning
- K63 how to lead effective communication within and between organisations

Handling information

You need to know and understand:

- K64 legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice
- K65 legal and work setting requirements for recording information and producing reports within timescales

K66 methods of making data, information and analysis accessible for individuals, key people and other stakeholders others 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

Managing People

You need to know
and understand:

K69 legal and work setting requirements for employment practices

K70 internal and external governance arrangements for your area of responsibility

K71 how to create a culture that promotes openness, creativity and problem solving

K72 how to create a culture that supports people to embrace change

K73 factors that can lead to pressures on the service, individual and team performance

K74 how to manage time workload and performance to meet targets and achieve outcomes

K75 how to provide constructive feedback to others

K76 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.

The **workforce** includes any person who works for the organisation, whether through working for a service provider or directly. People employed directly by individuals and key people also need to be considered as they will have development needs and impact on the wider sector.

Key partners might include public or third sector partners, individuals, key people, community representatives and other stakeholders.

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.

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 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.

Diversity is the concept that people are valued as individuals and that different ability, perspectives and approaches are a positive benefit to organisations and communities.

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.

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.

Workforce development needs identify the areas where workers need support to be able to achieve their potential. They cover both formal and informal methods of learning and development for workers, whether they are employed or voluntary.

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.

**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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