
Overview

This standard is about managing your finance for your area of responsibility at a strategic level. It covers examining the way your organisation generates and allocates financial resources, evaluating proposals from others on expenditure, and obtaining the financial resources which your organisation needs.

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

Performance criteria

Review the generation and allocation of financial resources

- You must be able to:
- P1 gather accurate, comprehensive and up-to date **information** about the generation and allocation of financial **resources**
 - P2 evaluate your **organisation's** performance taking account of the type of organisation, its context and culture and the performance of other organisations
 - P3 gather, store and use information in accordance with organisational policies and legal requirements

Evaluate proposals for expenditure

- You must be able to:
- P4 select clear evaluation criteria that establish **sustainable**, achievable benefits and resources and support the organisation's strategic direction
 - P5 support those submitting proposals
 - P6 evaluate proposals against your stated criteria within the agreed timescale
 - P7 accept proposals that clearly show how they meet the agreed criteria
 - P8 justify your decisions in rejecting or suggesting amendment to proposals
 - P9 clearly explain the reasons for the rejection or amendment to those who submitted the proposals
 - P10 negotiate over proposals in a manner that supports co-operation, confidence and positive practice

Negotiate for financial resources

- You must be able to:
- P11 enable **relevant people** to assist in obtaining financial resources for your organisation's activities
 - P12 make a case for resources that is clear and consistent
 - P13 present your case in a manner that reflects the commitment of those who will be using the resources
 - P14 negotiate for resources in a way that is consistent with the good name and image of your organisation and with legal requirements
 - P15 agree realistic courses of action with relevant people when the resources you need are not obtained in full

Knowledge and understanding

You need to know and understand:

Specific to this NOS

- K1 ways to develop and present a case for the acceptance or rejection of proposals
- K2 how to develop and present an effective case for obtaining financial resources
- K3 the relative advantages and disadvantages systems which may be used to review the generation and allocation of financial resources
- K4 how to identify selection criteria that are appropriate to your organisation, its context and culture
- K5 performance measures for the generation and allocation of financial resources
- K6 how to compare your organisation's performance with that of others
- K7 how to evaluate methods of generating and allocating financial resources
- K8 how to evaluate proposals against selected criteria and carry out cost-benefit analyses of these
- K9 the context and culture of the organisation and the implications of these for resource generation and allocation
- K10 the types of help those making proposals may need and
- K11 how to provide support to those making proposals
- K12 the importance of continuously reviewing the generation and allocation of financial resources
- K13 strategies for carrying out negotiations on expenditure proposals

Rights

You need to know and understand:

- K14 legal and work setting requirements for equality, diversity, discrimination and rights
- K15 legal and work setting requirements for complaints and whistle blowing
- K16 your role and the roles of others in promoting **co-productive** and **community based commissioning**
- K17 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K18 how to challenge, critically evaluate and take informed action against discrimination
- K19 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:

- K20 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults
- K21 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K22 how and when to escalate any concerns about harm or abuse, including whistleblowing
- K23 how to support others who have expressed concern about harm or abuse
- K24 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:

- K25 how to critically analyse the **political, economic, sociological, technological, legal and environmental** responsibilities relevant to your area of responsibility
- K26 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K27 how to critically evaluate the sustainability of commissioned services
- K28 how to critically evaluate the development of sustainable new ideas in your area of responsibility

Partnership working

You need to know and understand:

- K29 how **collaborative and integrated working** can maximise resources
- K30 how to lead co-productive and community based commissioning
- K31 how to ensure that social care and procurement professionals are engaged during commissioning, procurement and contracting activities
- K32 how to critically analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
- K33 how to critically analyse the drivers and constraints that impact on businesses

and third sector organisations

- K34 the **business processes** and **operational realities** of service providers
- K35 how to influence the work of the partnership to meet agreed **outcomes**
- K36 how to develop governance arrangements for partnerships that take account of the strategic aims and objectives of different partners
- K37 how to analyse the statutory and financial constraints for **agreeing budgets** to support partnership working
- K38 how to promote further partnerships amongst providers and other stakeholders through strategic commissioning
- K39 how to critically evaluate the effectiveness of partnership working

Risk management

You need to know and understand:

- K40 how to critically analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
- K41 how to assess the financial viability of commissioning plans and proposals
- K42 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
- K43 how to promote practice that facilitates positive risk-taking

Your practice

You need to know and understand:

- K44 European, UK and national legislation, statutory codes, standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting for your area of responsibility
- K45 European, UK and national legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
- K46 how to access accurate interpretations of legal and regulatory requirements
- K47 how to analyse lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
- K48 how to work with key decision makers to ensure accountability for fiscal policy and the achievement of outcomes
- K49 how to make decisions and agree priorities
- K50 how to critically evaluate the impact of commissioning, procurement and contracting decisions on individuals, key people and communities

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

Theory for practice

You need to know and understand:

- K57 how to critically evaluate the impacts of **social, medical and business models** on the achievement of outcomes
- K58 how to critically evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
- K59 how to critically evaluate theories and approaches to leadership and management relevant to your area of responsibility

Communication

You need to know and understand:

- K60 how to promote communication as a foundation for co-productive and community based commissioning
- K61 how to lead effective communication within and between organisations

Handling information

You need to know and understand:

- K62 legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice
- K63 legal and work setting requirements for recording information and producing reports within timescales
- K64 methods of making data, information and analysis accessible for individuals, key people and other stakeholders others including decision makers
- K65 how and where electronic communications can and should be used

Health and Safety

You need to know
and understand:

K66 legal and work setting requirements for health, safety and security in the work environment

Managing People

You need to know
and understand:

K67 legal and work setting requirements for employment practices
K68 internal and external governance arrangements for your area of responsibility
K69 how to create a culture that promotes openness, creativity and problem solving
K70 how to create a culture that supports people to embrace change
K71 factors that can lead to pressures on the service, individual and team performance
K72 how to manage time workload and performance to meet targets and achieve outcomes
K73 how to provide constructive feedback to others
K74 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.

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.

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

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.

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, 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.

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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