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**Overview**

This standard is about working with collaboratively to develop a joint strategic commissioning plan for delivering the priority outcomes. It involves gathering evidence about local need to inform plans and working with commissioning partners and the market to plan and implement the joint strategic commissioning plan.

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

## Performance criteria

### Collaborate with commissioning partners to gather evidence about local need

- You must be able to:
- P1 gather **relevant data** and **information** from **commissioning partners** about the local population
  - P2 aggregate information on the **outcomes** required by **individuals, key people** and communities
  - P3 negotiate the shared values and outcomes that will influence the strategy with commissioning partners, including individuals, key people and **stakeholders**
  - P4 analyse relevant legislation and guidance to ensure the compliance of joint approaches
  - P5 agree the criteria which will influence the strategic commissioning plan
  - P6 determine links with other local plans and strategies
  - P7 project short, medium and long term outcomes and demand
  - P8 evaluate the effectiveness of current arrangements in meeting needs, demand, priorities and outcomes

### Negotiate a joint approach to market development

- You must be able to:
- P9 gather accurate information from commissioning partners and stakeholders to establish current market **capacity** to achieve outcomes
  - P10 evaluate current and future market **risks** with commissioning partners and stakeholders
  - P11 identify areas for further market development
  - P12 evaluate the need for **flexible and innovative ways** of working to achieve outcomes
  - P13 evaluate how effective joint approaches are in capitalising on **resources**
  - P14 negotiate joint approaches to market development in order to achieve outcomes

### Prepare a strategic commissioning plan to achieve outcomes

- You must be able to:
- P15 work with commissioning partners to plan how services will be designed and delivered
  - P16 involve those responsible for any relevant linked local plans and strategies
  - P17 develop a strategic commissioning plan that addresses the values, priorities

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and outcomes required by each partner

- P18 undertake a risk assessment for the joint strategic commissioning plan
- P19 produce a risk management plan for the joint strategic commissioning plan
- P20 ensure that workforce development needs are included in the joint strategic commissioning plan
- P21 undertake an equality and **sustainability** impact assessment
- P22 plan how the joint strategic commissioning plan will be reviewed and revised
- P23 negotiate agreement of governance arrangements for the joint strategic commissioning plan
- P24 share the joint strategic commissioning plan with individuals, key people, stakeholders and colleagues

### **Implement a strategic commissioning plan to achieve outcomes**

- You must be able to:**
- P25 plan appropriate contracting arrangements to meet identified priorities and outcomes
  - P26 work with commissioning partners to develop performance measures and indicators for the joint strategic commissioning plan
  - P27 negotiate agreement for performance measures
  - P28 revise the strategic commissioning plan in light on planned reviews

## Knowledge and understanding

### Specific to this NOS

You need to know and understand:

- K1 the impact legal contracting requirements on joint working
- K2 how to develop governance protocols
- K3 the potential conflict between the aims of the partnership and the objectives of individual member organisations
- K4 how partnership working can improve service delivery and enhance public confidence
- K5 how different types of contracts can be used to meet different outcomes and priorities
- K6 how to undertake benchmarking for joint working
- K7 how to develop and use performance measures and indicators that are appropriate for joint working
- K8 how to use supply chain management theories to understand and develop the market

### 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

- 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 stakeholders through 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 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
- K69 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.

**Relevant data** includes data about current met and unmet needs as well as demographic, environmental, economic, wellness and social data.

**Information** may be any form of communication from and about individuals 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.

**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.

**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.

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.

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.

**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.

**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.

**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.

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

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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.

**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

SCDCPC510  
Develop a joint strategic commissioning plan



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