SCDCPC512
Evaluate the effectiveness of commissioning policy and strategy on improving outcomes for individuals, key people and communities

Overview

This standard is about conducting a co-productive evaluation of the effectiveness of commissioning strategy and policy in your area of responsibility. It covers preparing information and making a preliminary assessment of commissioning strategy and policy in order to scope the full evaluation, carrying out the evaluation and acting on its results.

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

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Performance criteria	**Prepare information to evaluate commissioning policy and strategy in your area of responsibility**
You must be able to:	P1 engage **individuals**, **key people** and **stakeholders** in the **co-productive** evaluation of commissioning policy and strategy
	P2 collate relevant policies and strategies for your own **organisation** and those of **commissioning partners**
	P3 analyse the findings of monitoring activity in your area of responsibility
	P4 share your analysis with commissioning partners, decision makers and **colleagues**
	P5 collaborate with relevant agencies to share information that could contribute to a review and evaluation
	Make a preliminary assessment of commissioning policy and strategy
You must be able to:	P6 agree the process and **criteria** for a preliminary assessment with commissioning partners
	P7 engage individuals, key people, stakeholders and commissioning partners in a preliminary assessment of the policy or strategy
	P8 produce a draft report of the preliminary assessment findings, including any recommendations for full evaluation
	P9 present the draft report to relevant people for feedback and agreement
	P10 make necessary amendments to agree the final report
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You must be able to:	P11 agree the status of the evaluation within your organisation
	P12 develop a comprehensive action plan for undertaking the evaluation with all those involved which identifies the **scope**, methods, indicators, timescales, inter-relationships, roles and responsibilities for the evaluation
	P13 critically analyse the impact of commissioning strategy or policy on the achievement of wider organisational policies and aims
	P14 share your analysis with all those involved in the evaluation
	P15 carry out a co-productive evaluation of the policy or strategy to identify positive

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and negative impacts on short and long term outcomes, the relative importance of the impacts and their inter-relationships

Act on the results of your evaluation

You must be able to:

P16 encourage **innovation** from all those involved in the evaluation to identify proposals that maximise the positive impacts and minimise the negative impacts of commissioning strategy or policy

P17 develop **evidence based** recommendations for **sustainable** changes to your organisation's commissioning policy, practices or strategy with all those involved in the evaluation

P18 present recommendations to relevant people in an **accessible** way and in accordance with the values, legal and organisational requirements of your organisation

P19 develop an action plan with all those involved in the evaluation based on your recommendations that identifies the **risks** involved with action or inaction

P20 put processes in place that embed evaluations into the policy development, strategic commissioning and planning processes of your organisation

P21 plan to undertake evaluations at agreed intervals

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Knowledge and understanding	Specific to this NOS
You need to know and understand:	K1 current best practice in impact assessment
	K2 how and when to use different types and levels of impact assessment
	K3 how to undertake preliminary assessments and screening of policies
	K4 assessment tools that are used in impact assessments
	K5 how to critically analyse the positive and negative impacts on outcomes
	K6 how to critically analyse the concepts of certainty and uncertainty and their effect on predictions about the achievement of outcomes
	K7 how to appraise policy and strategy
	K8 how to maintain a dispassionate view of risks in the face of what may be highly emotive and political debates

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

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	K33	how to promote further partnerships amongst providers and other stakeholders though strategic commissioning
	K34	how to critically evaluate the effectiveness of partnership working

Risk management

<table>
<tr><td rowspan="4" style="color:blue">You need to know and understand:</td><td>K35</td><td>how to critically analyse the risks involved in commissioning, procurement and contracting for your area of responsibility</td></tr>
<tr><td>K36</td><td>how to assess the financial viability of commissioning plans and proposals</td></tr>
<tr><td>K37</td><td>methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility</td></tr>
<tr><td>K38</td><td>how to promote practice that facilitates positive risk-taking</td></tr>
</table>

Your practice

<table>
<tr><td rowspan="10" style="color:blue">You need to know and understand:</td><td>K39</td><td>European, UK and national legislation, statutory codes, standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting for your area of responsibility</td></tr>
<tr><td>K40</td><td>European, UK and national legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies</td></tr>
<tr><td>K41</td><td>how to access accurate interpretations of legal and regulatory requirements</td></tr>
<tr><td>K42</td><td>how to analyse lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions</td></tr>
<tr><td>K43</td><td>how to work with key decision makers to ensure accountability for fiscal policy and the achievement of outcomes</td></tr>
<tr><td>K44</td><td>how to make decisions and agree priorities</td></tr>
<tr><td>K45</td><td>how to critically evaluate the impact of commissioning, procurement and contracting decisions on individuals, key people and communities</td></tr>
<tr><td>K46</td><td>how to critically evaluate the importance of preventative and community based provision</td></tr>
<tr><td>K47</td><td>how to lead the transformation of service provision</td></tr>
<tr><td>K48</td><td>how to interpret financial information, including financial mapping, to</td></tr>
</table>

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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

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Health and Safety

<table>
<tr>
<td>You need to know and understand:</td>
<td>K61</td>
<td>legal and work setting requirements for health, safety and security in the work environment</td>
</tr>
</table>

Managing People

<table>
<tr>
<td rowspan="8">You need to know and understand:</td>
<td>K62</td>
<td>legal and work setting requirements for employment practices</td>
</tr>
<tr>
<td>K63</td>
<td>internal and external governance arrangements for your area of responsibility</td>
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<td>K64</td>
<td>how to create a culture that promotes openness, creativity and problem solving</td>
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<tr>
<td>K65</td>
<td>how to create a culture that supports people to embrace change</td>
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<tr>
<td>K66</td>
<td>factors that can lead to pressures on the service, individual and team performance</td>
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<tr>
<td>K67</td>
<td>how to manage time workload and performance to meet targets and achieve outcomes</td>
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<tr>
<td>K68</td>
<td>how to provide constructive feedback to others</td>
</tr>
<tr>
<td>K69</td>
<td>how to develop the professional knowledge and practice of others through reflective supervision and appraisal</td>
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Additional information

<table>
<tr><td>

**Scope / range
related to
performance
criteria:**

</td><td>

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 **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.

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.

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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.

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

Colleagues are people who you work with in your own or other organisations, including your team, managers, service providers, other teams, other departments and other organisations

Criteria are factors that can be used to measure and make a judgement about whether or not an outcome has been achieved, how much progress has been made or how well something has been done.

The **scope** of the assessment identifies what will be included and may be local, regional, national or global.

Innovation is a concept that covers new, original and different ideas, methods or tools that offer a fresh perspective on how to achieve outcomes.

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.

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

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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.

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.

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.

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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

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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.

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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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Suite	Commissioning, Procurement and Contracting for Care Services
Key words	Assess; impact; commissioning; policy; strategy; outcomes;

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