
Overview

This standard is about agreeing and making changes in the commissioning activities within your area of responsibility. It includes identifying the opportunities for change to improve activities, evaluating the impacts that change will bring and implementing agreed changes.

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

Performance criteria

Build working relationships with individuals, key people and stakeholders

- You must be able to:
- P1 evaluate information on trends and developments to identify potential improvements for commissioning
 - P2 give opportunities to relevant people to make recommendations for improvements in activities
 - P3 ensure that **individuals, key people, stakeholders** and other **commissioning partners** have the opportunity to contribute to identifying potential improvements
 - P4 identify improvements that are realistic and consistent with your **organisation's** values, requirements and objectives and those of commissioning partners
 - P5 provide clear, accurate, **accessible** and timely information regarding identified improvements to all relevant people

Evaluate proposed changes for benefits and disadvantages

- You must be able to:
- P6 critically evaluate the extent to which current products and services achieve priority **outcomes** and uphold the values of your organisation
 - P7 critically evaluate the **sustainability** and **risks** associated with current products and services
 - P8 critically evaluate the implications of proposed changes for the achievement of outcomes, upholding the values of your organisation, sustainability and risk
 - P9 critically analyse the **capacity** and **capability** of the market to deliver proposed changes
 - P10 involve individuals, key people and stakeholders in an evaluation of any proposed changes
 - P11 make recommendations based on your evaluation

Plan the implementation of change in activities

- You must be able to:
- P12 provide clear, accurate, accessible and timely information on proposed changes to individuals, key people and stakeholders
 - P13 enable individuals, key people and other stakeholders to comment on the

proposed change

- P14 critically evaluate obstacles to change, including the need to develop the market
- P15 involve individuals, key people and other stakeholders in planning the implementation of change
- P16 produce a comprehensive and accurate plan for the implementation of change, which integrates contributions from individuals and key people and meets your organisation's values, requirements and objectives
- P17 make a clear, evidence based case for the proposed change
- P18 reflect on your performance in leading and managing change

Knowledge and understanding

You need to know and understand:

Specific to this NOS

- K1 principles underpinning the management of change
- K2 how to critically evaluate the implications of proposed changes
- K3 how to critically analyse the need for continuous improvement
- K4 how to gain the commitment of people to the change process
- K5 how to involve people in the change process

Rights

You need to know and understand:

- K6 legal and work setting requirements for equality, diversity, discrimination and rights
- K7 legal and work setting requirements for complaints and whistle blowing
- K8 your role and the roles of others in promoting **co-productive** and **community based commissioning**
- K9 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K10 how to challenge, critically evaluate and take informed action against discrimination
- K11 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:

- K12 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults
- K13 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K14 how and when to escalate any concerns about harm or abuse, including whistleblowing
- K15 how to support others who have expressed concern about harm or abuse
- K16 what to do if you have reported concerns but no action is taken to address

them

Sustainability

You need to know
and understand:

- K17 how to critically analyse the **political, economic, sociological, technological, legal and environmental** responsibilities relevant to your area of responsibility
- K18 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K19 how to critically evaluate the sustainability of commissioned services
- K20 how to critically evaluate the development of sustainable new ideas in your area of responsibility

Partnership working

You need to know
and understand:

- K21 how **collaborative and integrated working** can maximise resources
- K22 how to lead co-productive and community based commissioning
- K23 how to ensure that social care and procurement professionals are engaged during commissioning, procurement and contracting activities
- K24 how to critically analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
- K25 how to critically analyse the drivers and constraints that impact on businesses and third sector organisations
- K26 the **business processes** and **operational realities** of service providers
- K27 how to influence the work of the partnership to meet agreed **outcomes**
- K28 how to develop governance arrangements for partnerships that take account of the strategic aims and objectives of different partners
- K29 how to analyse the statutory and financial constraints for **agreeing budgets** to support partnership working
- K30 how to promote further partnerships amongst providers and other stakeholders through strategic commissioning
- K31 how to critically evaluate the effectiveness of partnership working

Risk management

You need to know

- K32 how to critically analyse the risks involved in commissioning, procurement

and understand:

and contracting for your area of responsibility

- K33 how to assess the financial viability of commissioning plans and proposals
- K34 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
- K35 how to promote practice that facilitates positive risk-taking

Your practice

You need to know
and understand:

- K36 European, UK and national legislation, statutory codes, standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting for your area of responsibility
- K37 European, UK and national legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
- K38 how to access accurate interpretations of legal and regulatory requirements
- K39 how to analyse lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
- K40 how to work with key decision makers to ensure accountability for fiscal policy and the achievement of outcomes
- K41 how to make decisions and agree priorities
- K42 how to critically evaluate the impact of commissioning, procurement and contracting decisions on individuals, key people and communities
- K43 how to critically evaluate the importance of preventative and community based provision
- K44 how to lead the transformation of service provision
- K45 how to interpret financial information, including financial mapping, to inform commissioning, procurement and contracting
- K46 how to use and promote **evidence based practice** to justify your actions and decisions
- K47 principles of reflective practice and why it is important
- K48 how to identify and access opportunities for professional development

Theory for practice

You need to know
and understand:

- K49 how to critically evaluate the impacts of **social, medical and business models** on the achievement of outcomes
- K50 how to critically evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
- K51 how to critically evaluate theories and approaches to leadership and management relevant to your area of responsibility

Communication

You need to know
and understand:

- K52 how to promote communication as a foundation for co-productive and community based commissioning
- K53 how to lead effective communication within and between organisations

Handling information

You need to know
and understand:

- K54 legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice
- K55 legal and work setting requirements for recording information and producing reports within timescales
- K56 methods of making data, information and analysis accessible for individuals, key people and other stakeholders others including decision makers
- K57 how and where electronic communications can and should be used

Health and Safety

You need to know
and understand:

- K58 legal and work setting requirements for health, safety and security in the work environment

Managing People

You need to know
and understand:

- K59 legal and work setting requirements for employment practices
- K60 internal and external governance arrangements for your area of

responsibility

- K61 how to create a culture that promotes openness, creativity and problem solving
- K62 how to create a culture that supports people to embrace change
- K63 factors that can lead to pressures on the service, individual and team performance
- K64 how to manage time workload and performance to meet targets and achieve outcomes
- K65 how to provide constructive feedback to others
- K66 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 **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.

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 other stakeholders as well as organisations with whom you undertake joint commissioning activities or who deliver services.

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 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.

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.

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.

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.

**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.

Adherence to codes of practice or conduct where applicable to your role and

Values:

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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