Overview

This standard is about improving the performance of the commissioning management team in achieving priority outcomes for individuals and other stakeholders. This involves analysing and identifying the strengths and the potential for development of the management team and then taking steps to improve the team's effectiveness.

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

Performance criteria	**Assess the effectiveness of commissioning managers**
You must be able to:	P1 critically analyse the impact of short and long term **outcomes**, forecasts of demand, trends and developments in commissioning on the skills and knowledge needed by commissioning teams in your area of responsibility
	P2 encourage commissioning **managers** to contribute to **assessments** of their own competence
	P3 assess how the practice of managers contributes to the improvement of commissioning functions using sufficient, reliable information
	P4 identify potential for development of managers with diverse background and experience
	P5 encourage commissioning managers and workers to contribute to training needs **audits** of commissioning teams
	P6 present a balanced report on the results of audits and assessments that identifies strengths and areas for development
	P7 use the results of assessments and audits to support decisions about the structure and development of commissioning teams
	P8 share decisions about the structure and development of commissioning teams with those involved, in accordance with legal and **organisational** values and requirements

Develop the effectiveness of commissioning managers

You must be able to:

P9 supervise the recruitment, development and performance of commissioning managers in accordance with legal and organisational values and requirements

P10 ensure that commissioning managers are aware of their roles and responsibilities, including the identification and management of risks and **resources**

P11 plan the development of commissioning managers using **methods** that take account of the different backgrounds, experiences and learning preferences of those involved

P12 ensure that the planned developments address the knowledge and skills needed to meet the current and future commissioning needs of your organisation

P13 ensure that the **development activities** encourage reflection and recognise and build on achievement

P14 critically evaluate the impact of development methods and activities to the effectiveness of commissioning managers

P15 analyse the effectiveness of development methods and activities to identify how they can be improved

Knowledge and understanding	**Specific to this NOS**

You need to know and understand:	K1	how to ensure equality of opportunity in assessing competence and potential
	K2	how to critically analyse the importance of evaluating the competence of management teams
	K3	how to critically analyse the importance of providing opportunities for managers to contribute to their own assessments and to those of the team as a whole
	K4	how to encourage managers to contribute to their own assessments
	K5	how to assess management competence
	K6	the current and likely future demands of your team's work roles
	K7	how to critically evaluate methods of assessment and audit
	K8	the principles of fair and objective assessment
	K9	how to critically evaluate methods to develop the effectiveness of management teams
	K10	how to critically evaluate the effectiveness of development activities
	K11	how to use evaluation results to identify possible improvements

Rights

You need to know and understand:	K12	legal and work setting requirements for equality, diversity, discrimination and rights
	K13	legal and work setting requirements for complaints and whistle blowing
	K14	your role and the roles of others in promoting **co-productive** and **community based commissioning**
	K15	the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals**, **key people** and communities
	K16	how to challenge, critically evaluate and take informed action against discrimination
	K17	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

<table>
<tr><td>You need to know and understand:</td><td>K18</td><td>legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults</td></tr>
<tr><td></td><td>K19</td><td>the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices</td></tr>
<tr><td></td><td>K20</td><td>how and when to escalate any concerns about harm or abuse, including whistleblowing</td></tr>
<tr><td></td><td>K21</td><td>how to support others who have expressed concern about harm or abuse</td></tr>
<tr><td></td><td>K22</td><td>what to do if you have reported concerns but no action is taken to address them</td></tr>
</table>

Sustainability

<table>
<tr><td>You need to know and understand:</td><td>K23</td><td>how to critically analyse the **political, economic, sociological, technological, legal and environmental** responsibilities relevant to your area of responsibility</td></tr>
<tr><td></td><td>K24</td><td>how to promote your **organisation**'s political, economic, sociological, technological, legal and environmental responsibilities</td></tr>
<tr><td></td><td>K25</td><td>how to critically evaluate the sustainability of commissioned services</td></tr>
<tr><td></td><td>K26</td><td>how to critically evaluate the development of sustainable new ideas in your area of responsibility</td></tr>
</table>

Partnership working

<table>
<tr><td>You need to know and understand:</td><td>K27</td><td>how **collaborative and integrated working** can maximise resources</td></tr>
<tr><td></td><td>K28</td><td>how to lead co-productive and community based commissioning</td></tr>
<tr><td></td><td>K29</td><td>how to ensure that social care and procurement professionals are engaged during commissioning, procurement and contracting activities</td></tr>
<tr><td></td><td>K30</td><td>how to critically analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working</td></tr>
<tr><td></td><td>K31</td><td>how to critically analyse the drivers and constraints that impact on businesses and third sector organisations</td></tr>
<tr><td></td><td>K32</td><td>the **business processes** and **operational realities** of service providers</td></tr>
<tr><td></td><td>K33</td><td>how to influence the work of the partnership to meet agreed **outcomes**</td></tr>
</table>

K34 how to develop governance arrangements for partnerships that take account of the strategic aims and objectives of different partners

K35 how to analyse the statutory and financial constraints for **agreeing budgets** to support partnership working

K36 how to promote further partnerships amongst providers and other stakeholders though strategic commissioning

K37 how to critically evaluate the effectiveness of partnership working

Risk management

You need to know and understand:

K38 how to critically analyse the risks involved in commissioning, procurement and contracting for your area of responsibility

K39 how to assess the financial viability of commissioning plans and proposals

K40 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility

K41 how to promote practice that facilitates positive risk-taking

Your practice

You need to know and understand:

K42 European, UK and national legislation, statutory codes, standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting for your area of responsibility

K43 European, UK and national legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies

K44 how to access accurate interpretations of legal and regulatory requirements

K45 how to analyse lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions

K46 how to work with key decision makers to ensure accountability for fiscal policy and the achievement of outcomes

K47 how to make decisions and agree priorities

K48 how to critically evaluate the impact of commissioning, procurement and contracting decisions on individuals, key people and communities

K49 how to critically evaluate the importance of preventative and community

based provision

K50   how to lead the transformation of service provision

K51   how to interpret financial information, including financial mapping, to inform commissioning, procurement and contracting

K52   how to use and promote **evidence based practice** to justify your actions and decisions

K53   principles of reflective practice and why it is important

K54   how to identify and access opportunities for professional development

Theory for practice

You need to know and understand:

K55   how to critically evaluate the impacts of **social, medical and business models** on the achievement of outcomes

K56   how to critically evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used

K57   how to critically evaluate theories and approaches to leadership and management relevant to your area of responsibility

Communication

You need to know and understand:

K58   how to promote communication as a foundation for co-productive and community based commissioning

K59   how to lead effective communication within and between organisations

Handling information

You need to know and understand:

K60   legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice

K61   legal and work setting requirements for recording information and producing reports within timescales

K62   methods of making data, information and analysis accessible for individuals, key people and other stakeholders others including decision makers

K63   how and where electronic communications can and should be used

Health and Safety

You need to know
and understand:

K64 legal and work setting requirements for health, safety and security in the work environment

Managing People

You need to know
and understand:

K65 legal and work setting requirements for employment practices

K66 internal and external governance arrangements for your area of responsibility

K67 how to create a culture that promotes openness, creativity and problem solving

K68 how to create a culture that supports people to embrace change

K69 factors that can lead to pressures on the service, individual and team performance

K70 how to manage time workload and performance to meet targets and achieve outcomes

K71 how to provide constructive feedback to others 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.

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.

The term **managers** is used to cover both existing managers of commissioning services and potential future managers.

Assessments can be undertaken by you or by specialists from within or outside your organisation.

Audits can be undertaken by you or by specialists from within or outside your organisation.

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.

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

There are various **methods** for team development, including changing the team's composition, structure or work methods and developing the competence of team members.

Development activities might be naturally occurring or specifically designed work based learning opportunities, including formal or informal training, team working or self-directed learning.

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

SCDCPC518
Develop teams to manage commissioning for outcomes

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