
Overview

This standard is about providing leadership for commissioning in terms of a culture that is creative, risk aware and focuses on outcomes. It covers leadership of the culture, systems and delivery of the commissioning service.

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

Performance

criteria

Lead a positive commissioning culture

- You must be able to:
- P1 promote a clear understanding of the **organisation's** purpose, values and vision to **commissioning colleagues and partners**, including **individuals** and **key people**
 - P2 develop a **co-productive** commissioning culture which focuses on achieving **sustainable** outcomes in line with best practice
 - P3 encourage learning and innovation by rewarding reflection, creativity, flexibility and risk management
 - P4 collaborate with people across the organisation, individuals, key people and **stakeholders** to gain their trust and support

Ensure that effective systems and processes underpin the commissioning service

- You must be able to:
- P5 ensure that commissioning strategies and plans support the organisation's purpose, values and vision
 - P6 ensure that strategies and plans are financially viable and sustainable
 - P7 stipulate the need for risk identification and management in all reports, systems and procedures
 - P8 ensure that workers are made aware of workplace governance arrangements, systems and procedures
 - P9 encourage staff to contribute to the development and review of workplace systems and procedures
 - P10 enable people across the organisation to develop flexible and creative ways of working within agreed boundaries

Lead a commissioning service

- You must be able to:
- P11 use leadership styles appropriate to the different people and situations you encounter
 - P12 ensure that commissioning colleagues and partners are aware of their roles and responsibilities

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- P13 raise the issue of risk awareness in meetings, discussions and information sharing as appropriate
 - P14 communicate the advantages of risk management in a way which promotes and gains commitment
 - P15 manage financial risks and viability for your area of responsibility
 - P16 give commissioning colleagues and partners support and advice when they need it, especially during periods of setback and change
 - P17 encourage people across the organisation to take the lead when they have the knowledge, expertise and willingness to follow this lead
 - P18 motivate people in your area of responsibility to achieve their objectives and reward them when they are successful
 - P19 manage difficulties and challenges in commissioning, including conflict within the organisation or with commissioning partners
 - P20 monitor activities and progress that impact on commissioning in your own and partners' organisations

Knowledge and understanding

Specific to this NOS

You need to know and understand:

- K1 the differences between management and leadership
- K2 ways of ensuring that organisational plans support the organisation's purpose, values and vision
- K3 how to apply different theories, models and styles of leadership
- K4 the value of creativity and innovation
- K5 how to create a culture which encourages creativity and innovation
- K6 the leadership culture and capability of people within your organisation

Rights

You need to know and understand:

- K7 legal and work setting requirements for equality, diversity, discrimination and rights
- K8 legal and work setting requirements for complaints and whistle blowing
- K9 your role and the roles of others in promoting **co-productive** and **community based commissioning**
- K10 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K11 how to challenge, critically evaluate and take informed action against discrimination
- K12 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:

- K13 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults
- K14 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K15 how and when to escalate any concerns about harm or abuse, including whistleblowing

- K16 how to support others who have expressed concern about harm or abuse
- K17 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:

- K18 how to critically analyse the **political, economic, sociological, technological, legal and environmental** responsibilities relevant to your area of responsibility
- K19 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K20 how to critically evaluate the sustainability of commissioned services
- K21 how to critically evaluate the development of sustainable new ideas in your area of responsibility

Partnership working

You need to know and understand:

- K22 how **collaborative and integrated working** can maximise resources
- K23 how to lead co-productive and community based commissioning
- K24 how to ensure that social care and procurement professionals are engaged during commissioning, procurement and contracting activities
- K25 how to critically analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
- K26 how to critically analyse the drivers and constraints that impact on businesses and third sector organisations
- K27 the **business processes** and **operational realities** of service providers
- K28 how to influence the work of the partnership to meet agreed **outcomes**
- K29 how to develop governance arrangements for partnerships that take account of the strategic aims and objectives of different partners
- K30 how to analyse the statutory and financial constraints for **agreeing budgets** to support partnership working
- K31 how to promote further partnerships amongst providers and other stakeholders through strategic commissioning
- K32 how to critically evaluate the effectiveness of partnership working

Risk management

You need to know and understand:

- K33 how to critically analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
- K34 how to assess the financial viability of commissioning plans and proposals
- K35 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
- K36 how to promote practice that facilitates positive risk-taking

Your practice

You need to know and understand:

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

K49 how to identify and access opportunities for professional development

Theory for practice

You need to know
and understand:

K50 how to critically evaluate the impacts of **social, medical and business models** on the achievement of outcomes

K51 how to critically evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used

K52 how to critically evaluate theories and approaches to leadership and management relevant to your area of responsibility

Communication

You need to know
and understand:

K53 how to promote communication as a foundation for co-productive and community based commissioning

K54 how to lead effective communication within and between organisations

Handling information

You need to know
and understand:

K55 legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice

K56 legal and work setting requirements for recording information and producing reports within timescales

K57 methods of making data, information and analysis accessible for individuals, key people and other stakeholders others including decision makers

K58 how and where electronic communications can and should be used

Health and Safety

You need to know
and understand:

K59 legal and work setting requirements for health, safety and security in the work environment

Managing People

You need to know
and understand:

- K60 legal and work setting requirements for employment practices
- K61 internal and external governance arrangements for your area of responsibility
- K62 how to create a culture that promotes openness, creativity and problem solving
- K63 how to create a culture that supports people to embrace change
- K64 factors that can lead to pressures on the service, individual and team performance
- K65 how to manage time workload and performance to meet targets and achieve outcomes
- K66 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.

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 colleagues and partners are the people you work with both within and outside of your organisation to fulfil the commissioning function. They include colleagues and workers, individuals, key people and other stakeholders as well as other commissioning organisations and those who are commissioned by your organisation.

The **individual** is the adult, child or young person receiving a service.

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.

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.

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.

**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

Developed by	Skills for Care and Development
Version number	2
Date approved	February 2014
Indicative review date	February 2019
Validity	Current
Status	Original
Originating organisation	Skills for Care and Development
Original URN	CPC519
Relevant occupations	Director; Senior Manager; Managers and leaders with responsibility for interagency working; Childcare and Related Personal Services; Health and Social Care
Suite	Commissioning, Procurement and Contracting for Care Services
Key words	Leadership; commissioning