
Overview

This standard is about commissioning, either formally or informally, the provision of particular programmes to meet identified needs.

There are four elements

- 1 Plan and agree programmes with providers
- 2 Maintain working relationships with programme providers
- 3 Monitor and support programme providers
- 4 Review with programme providers the effectiveness of programmes

Target group

This standard is applicable to those whose responsibilities include commissioning specific programmes, coordinating programme provision and ensuring that sufficient provision is available to meet needs.

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Commission specified programmes from providers

Performance criteria

Plan and agree programmes with providers

You must be able to:

- P1 identify the range and type of programmes required by your organisation, and establish which will need to be sourced from outside providers
- P2 identify programme providers with the necessary expertise and who are potentially suitable and able to deliver programmes
- P3 explain accurately to programme providers your role and responsibilities
- P4 discuss with relevant providers the exact nature, purpose and outcomes of the programme and its target group, including the anticipated duration and take-up of the programme
- P5 identify the need for any training and development of relevant staff and agree who has responsibility for the necessary resources
- P6 assess programme providers' willingness and ability to provide the necessary programmes
- P7 determine the resources that will be required including staff, facilities, equipment, materials and finance
- P8 communicate effectively with providers throughout the process to encourage an open exchange of views and that is free from discrimination and oppression
- P9 maintain accurate and complete records, ensuring that information is provided within required timescales to those who need it and are entitled to it

Maintain working relationships with programme providers

You must be able to:

- P10 exchange relevant information with programme providers, consistent with requirements for confidentiality
- P11 negotiate working agreements with programme providers on the basis of the available information
- P12 identify and acknowledge any problems, disagreements and changes in circumstances, and address them with everyone concerned
- P13 seek advice and support immediately if it is not possible to resolve problems arising
- P14 make arrangements for any training and development that is needed by programme staff when this has been agreed at an earlier stage

Monitor and support programme providers

You must be able to:

- P15 provide relevant information to meet programme providers' needs, including their role and how this interacts with the roles of others
- P16 maintain contact with programme providers to a level that enables any issues to be identified
- P17 monitor programmes for their consistency of delivery, and effectiveness in meeting their agreed purpose and agreed outcomes

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- P18 determine the profile of those using the programmes, comparing this with the intended target group
- P19 take the appropriate actions to address any issues that undermine the effectiveness of the programmes
- P20 seek advice and support when appropriate and as needed

Review with programme providers the effectiveness of programmes

You must be able to:

- P21 request feedback from programme providers on progress, the effectiveness of their work in reducing offending/reoffending, and their perceptions regarding their contribution
- P22 identify where any changes and problems affect the nature and purpose of the programme, and use these to inform discussions about improvements
- P23 take decisions on how to change programmes based on:
 - P23.1 the information gained from monitoring
 - P23.2 an evaluation of risk associated with change versus no change
 - P23.3 actual delivery against intended outcomes
- P24 communicate with programme providers to emphasise their role as partners in the process
- P25 provide information to relevant people regarding programmes which have been effective in reducing offending/reoffending, setting out lessons learnt
- P26 maintain accurate and complete records and make relevant information available within required timescales to those who need it and are entitled to it

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Knowledge and understanding

You need to know and understand:

- K1 legislation and guidelines of effective practice which relate to the work being undertaken, and the impact of this for your work
- K2 the nature, roles and functions of the principal agencies and programme providers within the justice sector relevant to your area of operations including:
 - K2.1 their structures
 - K2.2 functions
 - K2.3 methods of communication
 - K2.4 decision making processes
- K3 the range of different programmes which might be of use to your organisation
- K4 the priorities and policies of your organisation in commissioning the programmes and their relationship to the programmes in question
- K5 the range of factors which need to be taken into account when commissioning programmes
- K6 the range of different programme providers who may be available, and how to evaluate potential providers
- K7 how to assess the quality and cost of programmes
- K8 how to identify and clarify discrepancies and omissions in proposals
- K9 methods of monitoring programme effectiveness, including
 - K9.1 methods of handling situations where there is the potential for conflict between different people
 - K9.2 where there is a need to negotiate changes to programmes
- K10 how personal beliefs, preferences and cultural background affect behaviour and the relevance of programmes
- K11 factors influencing the behaviour of individuals, including their physical, social, psychological and emotional development
- K12 factors which may be relevant to an individual's difficulties
- K13 the impact of crime on victims and survivors and their right to protection, recognition, respect, information and confidentiality
- K14 the reasons for offending behaviour and effective practice in preventing and tackling offending behaviour
- K15 your role and responsibilities and from whom assistance and advice should be sought where necessary
- K16 the principles of effective equality, diversity and anti-discriminatory practice

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Commission specified programmes from providers

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