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| 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 undertakingcommissioning, procurement and contracting in relation to care services. |

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| Performance criteria |  Lead a positive commissioning culture  |
| You must be able to:You must be able to:You must be able to: | 1. promote a clear understanding of the **organisation’s** purpose, values and vision to **commissioning colleagues and partners**, including **individuals** and **key people**
2. develop a **co-productive** commissioning culture which focuses on achieving **sustainable** outcomes in line with best practice
3. encourage learning and innovation by rewarding reflection, creativity, flexibility and risk management
4. 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**1. ensure that commissioning strategies and plans support the organisation’s purpose, values and vision
2. ensure that strategies and plans are financially viable and sustainable
3. stipulate the need for risk identification and management in all reports, systems and procedures
4. ensure that workers are made aware of workplace governance arrangements, systems and procedures
5. encourage staff to contribute to the development and review of workplace systems and procedures
6. enable people across the organisation to develop flexible and creative ways of working within agreed boundaries

 **Lead a commissioning service**1. use leadership styles appropriate to the different people and situations you encounter
2. ensure that commissioning colleagues and partners are aware of their roles and responsibilities
3. raise the issue of risk awareness in meetings, discussions and information sharing as appropriate
4. communicate the advantages of risk management in a way which promotes and gains commitment
5. manage financial risks and viability for your area of responsibility
6. give commissioning colleagues and partners support and advice when they need it, especially during periods of setback and change
7. encourage people across the organisation to take the lead when they have the knowledge, expertise and willingness to follow this lead
8. motivate people in your area of responsibility to achieve their objectives and reward them when they are successful
9. manage difficulties and challenges in commissioning, including conflict within the organisation or with commissioning partners
10. monitor activities and progress that impact on commissioning in your own and partners’ organisations
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| Knowledge and understanding | **Specific to this NOS** |
| You need to know and understand:You need to know and understand:You need to know and understand:You need to know and understand:You need to know and understand:You need to know and understand:You need to know and understand:You need to know and understand:You need to know and understand:You need to know and understand:You need to know and understand:You need to know and understand: | 1. the differences between management and leadership
2. ways of ensuring that organisational plans support the organisation’s purpose, values and vision
3. how to apply different theories, models and styles of leadership
4. the value of creativity and innovation
5. how to create a culture which encourages creativity and innovation
6. the leadership culture and capability of people within your organisation

**Rights**1. legal and work setting requirements for equality, diversity, discrimination and rights
2. legal and work setting requirements for complaints and whistle blowing
3. your role and the roles of others in promoting **co-productive** and **community based commissioning**
4. the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals**, **key people** and communities
5. how to challenge, critically evaluate and take informed action against discrimination
6. 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**1. legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults
2. the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
3. how and when to escalate any concerns about harm or abuse, including whistleblowing
4. how to support others who have expressed concern about harm or abuse
5. what to do if you have reported concerns but no action is taken to address them

**Sustainability**1. how to critically analyse the **political, economic, sociological, technological, legal and environmental** responsibilities relevant to your area of responsibility
2. how to promote your **organisation**'s political, economic, sociological, technological, legal and environmental responsibilities
3. how to critically evaluate thesustainability of commissioned services
4. how to critically evaluate the development of sustainable new ideas in your area of responsibility

**Partnership working**1. how **collaborative and integrated working** can maximise resources
2. how to lead co-productive and community based commissioning
3. how to ensure that social care and procurement professionals are engaged during commissioning, procurement and contracting activities
4. how to critically analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
5. how to critically analyse the drivers and constraints that impact on businesses and third sector organisations
6. the **business processes** and **operational realities** of service providers
7. how to influence the work of the partnership to meet agreed **outcomes**
8. how to develop governance arrangements for partnerships that take account of the strategic aims and objectives of different partners
9. how to analyse the statutory and financial constraints for **agreeing budgets** to support partnership working
10. how to promote further partnerships amongst providers and other stakeholders though strategic commissioning
11. how to critically evaluate the effectiveness of partnership working

**Risk management**1. how to critically analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
2. how to assess the financial viability of commissioning plans and proposals
3. methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
4. how to promote practice that facilitates positive risk-taking

**Your practice** 1. European, UK and national legislation, statutory codes, standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting for your area of responsibility
2. European, UK and national legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
3. how to access accurate interpretations of legal and regulatory requirements
4. how to analyse lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
5. how to work with key decision makers to ensure accountability for fiscal policy and the achievement of outcomes
6. how to make decisions and agree priorities
7. how to critically evaluate the impact of commissioning, procurement and contracting decisions on individuals, key people and communities
8. how to critically evaluate the importance of preventative and community based provision
9. how to lead the transformation of service provision
10. how to interpret financial information, including financial mapping, to inform commissioning, procurement and contracting
11. how to use and promote **evidence based practice** to justify your actions and decisions
12. principles of reflective practice and why it is important
13. how to identify and access opportunities for professional development

**Theory for practice**1. how to critically evaluate the impacts of **social, medical and business models** on the achievement of outcomes
2. how to critically evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
3. how to critically evaluate theories and approaches to leadership and management relevant to your area of responsibility

**Communication**1. how to promote communication as a foundation for co-productive and community based commissioning
2. how to lead effective communication within and between organisations

**Handling information**1. legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice
2. legal and work setting requirements for recording information and producing reports within timescales
3. methods of making data, information and analysis accessible for individuals, key people and other stakeholders others including decision makers
4. how and where electronic communications can and should be used

**Health and Safety**1. legal and work setting requirements for health, safety and security in the work environment

**Managing People**1. legal and work setting requirements for employment practices
2. internal and external governance arrangements for your area of responsibility
3. how to create a culture that promotes openness, creativity and problem solving
4. how to create a culture that supports people to embrace change
5. factors that can lead to pressures on the service, individual and team performance
6. how to manage time workload and performance to meet targets and achieve outcomes
7. how to provide constructive feedback to others how to develop the professional knowledge and practice of others through reflective supervision and appraisal
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| 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. |
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| Scope / range related to knowledge and understanding:Values: | 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 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 individualTo be treated equally and not be discriminated againstTo be respectedTo have privacyTo be treated in a dignified wayTo be protected from danger and harmTo be supported and cared for in a way that meets their needs, takes account of their choices and also protects themTo communicate using their preferred methods of communication and languageTo access information about themselvesAll aspects of commissioning, procurement and contracting should seek to build on these underpinning values and should:Respect the inherent worth and dignity of all peopleRespect the human rights of children, young people and adultsRespect people’s right to take positive risksBe transparentBe accountableBe proportionalBe consistentBe targetedBe impartialEnable providers |

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