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| Overview | This standard is about taking a lead in identifying how the workforce can achieve priority outcomes. It involves working in partnership to develop and embed plans for the wider workforce into commissioning strategies and positioning your organisation to be able to respond to changes in workforce requirements. Workforce plans also need to be monitored and reviewed, and any changes shared with commissioning partners.  This NOS is relevant to an individual undertakingcommissioning, procurement and contracting in relation to care services. |

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| Performance criteria | **Embed workforce planning into commissioning strategies** |
| You must be able to: You must be able to:  You must be able to: | 1. critically analyse the implications for **workforce** planning of strategic commissioning plans for your area of responsibility 2. involve **key partners** in workforce planning and development 3. critically analyse workforce trends and movements 4. identify the mix of skills, knowledge and experience required by the workforce to deliver priority **outcomes** through **sustainable** and **co-productive** commissioning, procurement and contracting 5. critically analyse the **diversity, capacity** and **capability** of the current workforce to meet identified requirements 6. critically evaluate the impact of **flexible and innovative ways of working** on the workforce, including any new types of worker or models of service that may be needed 7. develop evidence based plans with key partners to meet **workforce development needs** 8. analyse the **risks** associated with the workforce plan 9. seek feedback on workforce development plans from across the workforce in an accessible way 10. include workforce plans in commissioning strategies   **Position your organisation to respond to changes in workforce requirements**   1. work with key partners to develop plans that meet the long, medium, and short-term workforce requirements for your area of responsibility 2. use specialist expertise to assist in workforce planning activities where needed 3. ensure that workforce plans promote diversity of the workforce, including varied and flexible working arrangements 4. ensure that workforce plans incorporate risk management and contingency arrangements to deal with unforeseen circumstances and maintain service continuity 5. seek the resources needed to implement your workforce plan 6. manage the implementation of your workforce plans 7. ensure that key partners are informed of any relevant changes to your workforce plan   Monitor and review workforce plans in the light of progress towards outcomes   1. critically evaluate the extent to which the workforce plan has promoted the achievement of priority outcomes 2. critically analyse the management of risks contained within the workforce plan 3. seek feedback from a range of sources on any changing workforce needs 4. review the effectiveness of the workforce plan in light of your evaluation and feedback about workforce needs 5. share the results of your review with key partners 6. work with key partners to analyse any necessary changes in workforce requirements 7. implement any resulting changes to workforce plans |

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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. how to critically analyse the implications of differences in types, structures, governance and capacity of organisations, particularly voluntary sector and micro-providers, for workforce planning 2. how to access sources of information to inform workforce planning, including information produced by workforce regulators 3. how to develop a workforce plan 4. how to access sources of specialist expertise in relation to workforce planning 5. how to put contingency arrangements in place 6. how to critically evaluate different ways to meet workforce requirements 7. types of employment agreements typically used within the sector 8. patterns for employing, recruiting, and keeping people in the sector 9. trends and developments in the sector relevant to workforce planning 10. working culture and practices of the sector 11. your organisation’s vision, strategic objectives and associated plans, structure, values and culture 12. how to critically analyse the capacity and capability of the current workforce 13. local employment market conditions 14. employment policies and practices within your organisation 15. how to critically evaluate the impact of varied and flexible working arrangements on the workforce   **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 8. 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.  The **workforce** includes any person who works for the organisation, whether through working for a service provider or directly. People employed directly by individuals and key people also need to be considered as they will have development needs and impact on the wider sector.  **Key partners** might includepublic or third sector partners, individuals, key people, community representatives and other stakeholders.  **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.  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.  **Diversity** is the concept that people are valued as individuals and that different ability, perspectives and approaches are a positive benefit to organisations and communities.  **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.  **Flexible and innovative ways of working** incorporate a range of options that emphasise the need to work towards outcomes rather than be governed by established practice or processes which may be inflexible. They can be that way that services are provided, such as preventative, personalised and community based services, self directed support, personal budgets or social enterprises; they can also relate to commissioning arrangements, such as working within a collaborative arrangement.  **Workforce development needs** identify the areas where workers need support to be able to achieve their potential. They cover both formal and informal methods of learning and development for workers, whether they are employed or voluntary.  **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. | |
| 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 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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| 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** | CPC505 |
| 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** | Plan; workforce; outcomes; lead; identify; partnership |