



Higher National Unit specification: general information

Unit title: Analyse Service Needs and Provision for Procurement Decision Making

Unit code: H390 35

Superclass: VC

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Unit purpose

This Unit is to enable candidates to develop the skills and knowledge required to understand identified need, ascertain internal and external resources and review service provision by collecting and analysing relevant information and identifying and managing relevant stakeholder groups. It will enable the candidate to put forward appropriate procurement options or preferred choices to assist decision making for service delivery.

On completion of the Unit the candidate should be able to:

- 1 Understand the composition and management of stakeholder groups relevant to identified need.
- 2 Review and benchmark current service provision and undertake market research.
- 3 Evaluate options for service delivery.

Recommended prior knowledge and skills

It is recommended that candidates should have completed the Unit 1 associated with this PDA prior to undertaking this Unit. It is anticipated that the majority of candidates will have some work experience of commissioning or contracting for care services.

Candidates should have well developed communication skills, both written and oral and interpersonal skills and be able to demonstrate the ability to think analytically and reflectively.

General information (cont)

Credit points and level

1 Higher National Unit credit at SCQF level 8: (8 SCQF credit points at SCQF level 8*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the support notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

Context for delivery

If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

This Unit is mandatory and is delivered as part of the Group Award, leading to the PDA in Commissioning, Procurement and Contracting for Care Services.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Outcome 1

Understand the composition and management of stakeholder groups relevant to identified need.

Knowledge and/or Skills

- ◆ Information management
- ◆ Resource management
- ◆ Stakeholder management
- ◆ Relationship Management

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ explain a minimum of three sources of information to ascertain the level of need for the identified service.
- ◆ analyse the importance of resource management to satisfy the needs identified.
- ◆ evaluate the importance of the concept of stakeholder management.
- ◆ analyse the impact and importance of relationship management to managing stakeholders.

Higher National Unit specification: statement of standards (cont)

Unit title: Analyse Service Needs and Provision for Procurement Decision Making

Outcome 2

Review and benchmark current service provision and undertake market research.

Knowledge and/or Skills

- ◆ Market analysis techniques
- ◆ Benchmarking techniques
- ◆ Service Provision Management

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ apply market analysis techniques to service provision.
- ◆ explain the importance of using benchmarking techniques in this context.
- ◆ critically evaluate the need for service provision management and its application.

Outcome 3

Evaluate options for service delivery.

Knowledge and/or Skills

- ◆ Options Appraisal
- ◆ Models to assess options
- ◆ Service provision analysis
- ◆ Presentation of options

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ explain how the options are arrived at for procurement and contracting.
- ◆ critically evaluate the importance of applying a model for assessing options.
- ◆ explain the process of service provision analysis.
- ◆ explain how to present the procurement options to the various decision makers.

Higher National Unit specification: support notes

Unit title: Analyse Service Needs and Provision for Procurement Decision Making

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This Unit forms part of the PDA in Commissioning, Procurement and Contracting for Care Services and focuses on the learning and understanding of the following areas:

Candidates shall demonstrate the understanding of the composition and management of stakeholder groups and analyse resources to determine services which meet identified need.

This Unit is designed to help candidates acquire a broad knowledge on methods for researching, gathering and analysing information on current service provision and the market for procurement decision making. Candidates shall gain an understanding of relationship management and strategies for managing stakeholders.

Candidates shall demonstrate the understanding of how to evaluate and present procurement options based on the analysis of information gathered for making most economically advantageous service provision decisions.

This Unit is based on the understanding of the Analyse element within the Commissioning Cycle Model of the Institute of Public Care of Oxford Brookes University which has also been adopted by the Social Care Commissioning and Procurement Guidance implemented by the Joint Improvement Team (JIT), ie the Scottish Procurement Directorate's partnership establishment for local health and social care partnerships across Scotland.

The National Occupational Standards for Commissioning, procurement and contracting implemented by the Scottish Social Services Council (SSSC) shall also be taken into account when studying this Unit

Candidates should from this Unit recognise the impact of their own, organisational and multiple stakeholders' values and beliefs to this process and, the effect these can have with the planning processes engaged as stage one of the procurement of care services.

By undertaking this Unit you embed what has been learned in Unit 1 to underpinning the correct planning processes.

In so doing it allows candidates to demonstrate how to start to properly apply the statutory, regulatory, policy and procedural framework in relation to the procuring and contracting of care services.

Higher National Unit specification: support notes (cont)

Unit title: Analyse Service Needs and Provision for Procurement Decision Making

Outcome 1

This consists of four Knowledge and/or Skills to identify need for services and manage relationships amongst stakeholder groups for the procurement and subsequent contracting of care services.

- (a) Here candidates need to understand the theory of Information Management; the use of the Information Management Matrix and to look for suitable information appropriate to their assessment.
- (b) Here candidates need to understand the theory of Resource Management and how that will impact on the subsequent planning for the procurement and contracting of care services.
- (c) Stakeholder Management then requires to be explained and here the candidate will conduct Stakeholder Mapping exercises. Following on from this theory and application review candidates will be able to demonstrate how to engage with key stakeholder groups to establish and confirm needs and outcomes regarding service provisions and feed into procurement plans within the commissioning process or strategies taking account of available resources.
- (d) Candidates will be able then to create and maintain effective working relationships with people outside the organisation they work with, create and maintain effective working relationships with other members of staff, evaluate the effectiveness of working relationships, review and evaluate the effectiveness of current strategies and policies in improving outcomes, via understanding theories of the Relationship Spectrum and Relationship Management in the overarching context of procuring care services.

Outcome 2

This consists of three Knowledge and/or Skills to review current provision against the impact of the current needs analysis that has been conducted for the procurement and subsequent contracting of care services.

- (a) Candidates need to explore and understand what Market Analysis consists including the importance as well as application of a PESTLE Analysis and a SWOT Analysis.
- (b) Candidates need to explore and understand what Benchmarking is; learn appropriate benchmarking techniques appropriate to the procurement and subsequent contracting of care services.
- (c) Candidates need to explore and understand the theory and application of Service Provision Management to the procurement and then the effective contracting of care services.

Higher National Unit specification: support notes (cont)

Unit title: Analyse Service Needs and Provision for Procurement Decision Making

Outcome 3

This consists of four Knowledge and/or Skills required to conduct research and market analysis associated with the procurement and subsequent contracting of care services.

- (a) Candidates need to understand how to effectively appraise options available for the procurement and subsequent contracting of care services.
- (b) To follow candidates will explore a range of models available to determine the most appropriate for a given procurement of a care services contract.
- (c) Candidates will understand and apply the theory of Service Provision Management.
- (d) Candidates will learn the skills associated with the presentation of options to help determine the most appropriate for a given procurement of care services.

Guidance on the delivery of this Unit

This Unit is part of a Professional Development Award in Commissioning, Procurement and Contracting for Care Services at SCQF level 8.

It is strongly recommended that this Unit is undertaken straight after completion of Unit 1 within the Group Award and prior to undertaking any other the other Units in the same Group Award.

It is recommended that delivery will be a mixture of face to face supplemented with distance learning giving a blended approach.

Guidance on the assessment of this Unit

Key to any assessment will be for the candidate to fully demonstrate an understanding of both theory, and its relation to practice, for all Learning Outcomes.

Assessment must therefore include both the requirement to discuss issues, and the opportunity to relate these to current practices adopted in the management of the supply chain. Where candidates are already working in the relevant voluntary, private or public sector service delivery role, they should make reference to real work situations. If this is not feasible, then hypothetical examples can be used. Assessment for this Unit should be integrated for all its Learning Outcomes.

The preferred assessment methodology here is for a holistic assessment which bridges this **Unit (2) as Phase 1 and Unit 3 as Phase 2 and Unit 4 as Phase 3 of the Project Portfolio to be compiled.**

Assessment for this Unit will be integrated for all Outcomes and be titled **Phase 1.**

Higher National Unit specification: support notes (cont)

Unit title: Analyse Service Needs and Provision for Procurement Decision Making

The assessment will be a scenario of a specific service required for a specific client group chosen by the candidate.

The candidate will then be required to produce a **Briefing Paper of 500 words +/- 10%** which evidences **Outcome 1**, where they communicate how stakeholders were identified, information was managed, resources were analysed and deployed; and how stakeholders were managed and relationships forged.

Outcomes 2 can be assessed by a **Report of 1,000 words +/- 10%** for the identified stakeholder group that incorporates a review of current service provision using the tools of analysis and techniques and any research and market analysis undertaken.

Outcome 3 — The candidate should produce a record of how options were arrived at and the mechanisms followed to accept and recommend an option going forward for the procurement of a care contract.

Note: The inclusion of diagrams and tables and appendices of information is not included in the candidates word count.

In the event of a real-life opportunity not being available the candidate can create a hypothetical scenario and follow as above.

Some of the evidence for this Unit can be cross-referenced to the Optional SVQ Units.

Online and Distance Learning

The emphasis for delivery of this Unit should be on tuition that includes options for distance learning, delivery/support by video conferencing, e-learning and classroom learning within SQA approved centres.

To meet the needs of the commissioning, procurement and contracting workforce this Professional Development Award should be offered via a range of delivery options including a part-time flexible basis of learning,

Opportunities for developing Core Skills

You will be given the opportunity to develop your Core Skills in the following areas although these will not be certificated:

Communication: Written communications will be developed through candidates producing written work in their assessment; oral communication will be developed through discussion, debate and evidence of engagement with other internal stakeholders in the preparation of their Project Portfolio for the assessment of this Unit.

Higher National Unit specification: support notes (cont)

Unit title: Analyse Service Needs and Provision for Procurement Decision Making

Working with Others: Will be developed as a natural consequence of working in the field of procurement as candidates to be effective will be required to work collaboratively with colleagues from their own function as well as other key functions within the organisation. This is further enhanced with the need to engage with other third parties within the supply chain and external to their organisation, in the preparation and research for the assessment.

Information and Communication Technology (ICT): Candidates will develop their *ICT* skills through research and the presentation of written assignments.

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements

History of changes to Unit

Version	Description of change	Date

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General information for candidates

Unit title: Analyse Service Needs and Provision for Procurement Decision Making

This is the second Unit in a suite of five taught Units which make up the Group Award of the PDA in Commissioning, Procurement and Contracting for Care Services and is a mandatory Unit. The PDA has been developed to support the professional and skills development of social care commissioning, procurement and contracting professionals. If you are aiming to complete the whole PDA it is recommended that you study the Units in sequential order; however, it is possible to undertake the Unit on its own.

If you are currently employed in a social care procurement and contracting role, and actively engaged in procurement activity, the assessment has been designed to encompass both the associated SVQ Units and some additional evidence to support the assessment of this particular Unit. Otherwise, there is an option for assessment to be based on a series of assessments based on hypothetical scenarios.

Outcome 1 will allow you to understand how to determine and manage stakeholder groups for service provision based on an identified need. In particular you will learn about Information management, Resource and Need Analysis, Strategy Development and Relationship Management.

Outcome 2 builds on this and taking it from the first stage of understanding the theory behind each of the theories reviewed with application thereof being more important including the crucial part played in managing information. This will support you to understand the need to be aware and react to the market in which you are operating at any given time with the emphasis of Market Analysis, its purpose, use and application in the provision of care services.

Outcome 3 takes the need and resource analysis in Outcome 1 and, the market analysis and benchmarking techniques and theories reviewed in Outcome 2 into practice so that you can show how they can effectively determine appropriate or best value services which meet identified needs and also ensure sustainable service provision. In particular you will learn about options appraisal and presentation of procurement options for decision making.

In undertaking this Unit you will be given opportunities to develop the Core Skills of *Communication, Information and Communication Technology (ICT)* and *Working with Others* at SCQF level 6 in this Unit although there is no automatic certification of Core Skills or Core Skills components.