
Overview

This standard is about encouraging and supporting the identification and practical implementation of innovative ideas in your area of responsibility. It involves supporting innovation by identifying the need for innovation, supporting innovative and creative ideas and seeking agreement for their implementation. It goes on to address the changes that new and innovative ways to achieve outcomes will bring to the way that individuals and key people access services, the way that the market is able to respond and how procurement and contracting activities may need to change in order to support innovative ways of working.

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

Performance criteria

Identify the need for innovation in your area of work

You must be able to:

- P1 analyse current and future priority **outcomes** against available **resources**
- P2 evaluate the need **flexible and innovative ways of working** to achieve outcomes

Recognise and support innovative and creative ideas

You must be able to:

- P3 support **individuals** and **key people** to identify innovative ideas to achieve outcomes
- P4 identify opportunities within team and partnership working to develop innovation
- P5 support the creativity of other people in your area of responsibility
- P6 analyse attitudes and approaches to flexibility and **innovation** in your area of work
- P7 address any identified **obstacles** to flexibility and innovation
- P8 work with **colleagues, commissioning partners**, individuals, key people and **stakeholders** to select **sustainable** ideas for further development, taking account of your **organisation's** values and responsibilities
- P9 work in partnership to develop and test selected ideas
- P10 reflect on lessons learnt from testing ideas

Seek agreement and implementation for flexible and innovative ways of working

You must be able to:

- P11 assess the risks involved with flexible and innovative ways of working
- P12 support the development of a business case or plans to implement flexible and innovative ways of working, to include a risk management plan
- P13 communicate progress of business cases or plans to all those involved in its development
- P14 ensure that those whose ideas are successfully implemented receive recognition

P15 support the practical implementation of any changes that result from innovation

Support individuals and key people to access flexible and innovative ways of working

You must be able to:

P16 work with colleagues to ensure that individuals and key people have the opportunity to access flexible and innovative ways of working

P17 support individuals and key people who have reservations about any changes to the way that outcomes will be achieved

P18 ensure that support is available for individuals and key people who do not wish to change the ways they access services

Support the market to respond positively to new ways of working

You must be able to:

P19 provide clear and accurate **information** to service providers about the implications of change, including commissioning relationships, procurement, contracts and the support your organisation can offer

P20 encourage the market to respond with flexible and innovative ideas

P21 share information with **relevant people** about future plans and forecasts for the growth of new ways of working

P22 share information with relevant people about the nature and type of provision being sought by individuals directing their own support

P23 address obstacles to progress in implementing flexible and innovative ways of working

Develop flexible procurement and contracting activities to support innovative ways of working

You must be able to:

P24 analyse the level of **co-production** in procurement, contract management and monitoring activity for your area of work

P25 review the level of co-production in resource management and allocation systems for your area of work

P26 analyse whether systems that support procurement and contracting

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- activity for your area of work have the flexibility to support innovation
- P27 analyse relevant information from other commissioning organisations about approaches to implement flexible and innovative ways of working
 - P28 make recommendations to revise activities and systems to incorporate flexible, co-productive procurement and contracting for your area of work
 - P29 share examples of approaches to tendering and awarding contracts that enable personal and preventive outcomes to be specified

Knowledge and understanding

You need to know and understand:

Specific to this NOS

- K1 the benefits of innovation to the organisation, individuals and other stakeholders
- K2 the different potential sources of innovation and new ways to achieve outcomes
- K3 different methods for motivating people to generate and develop ideas
- K4 the resources required for creativity and innovation
- K5 how to evaluate potential obstacles to and opportunities for creativity and innovation
- K6 how to ensure that innovations result in best possible value
- K7 how to evaluate methods for selecting ideas for further development
- K8 how to learn from mistakes
- K9 how to develop a business case and plans for the practical implementation of an idea
- K10 ways to work co-productively with individuals and other stakeholders
- K11 how to evaluate and address the potential impact of changes on the market and the workforce
- K12 how to address the impact of change to procurement and contracting activities in ways that provide flexibility but maintain market stability
- K13 how to challenge and change culture
- K14 how to evaluate and influence workplace policies, procedures and systems

Rights

You need to know and understand:

- K15 legal and work setting requirements for equality, diversity, discrimination and rights
- K16 legal and work setting requirements for complaints and whistle blowing
- K17 your role and the roles of others in promoting **co-productive** commissioning

- K18 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K19 how to address conflicts and dilemmas about rights and discrimination
- K20 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:

- K21 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults
- K22 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices
- K23 indicators of potential harm or abuse
- K24 how and when to escalate any concerns about harm or abuse, including whistleblowing
- K25 how to support others who have expressed concern about harm or abuse
- K26 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:

- K27 how to evaluate the benefits of working in a **politically, economically, sociologically, technologically, legally and environmentally** sustainable way
- K28 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K29 how to evaluate the sustainability of commissioned services
- K30 how to develop sustainable new ideas in your area of responsibility

Partnership working

You need to know and understand:

- K31 how **collaborative and integrated working** can be used to maximise resources
- K32 how to promote co-productive commissioning
- K33 how to work with individuals, key people and communities through co-productive commissioning, procurement and contracting
- K34 how to support the interests of individuals and other stakeholders
- K35 how to engage with social care and procurement professionals during commissioning, procurement and contracting activities
- K36 how to analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
- K37 how to analyse the drivers and constraints that impact on businesses and third sector organisations
- K38 the **business processes** and **operational realities** of service providers
- K39 how to influence the work of the partnership to meet agreed **outcomes**
- K40 how to use and develop integrated policies, procedures, guidance and protocols with others involved in partnerships
- K41 the statutory and financial constraints for **agreeing budgets** to support partnership working
- K42 how to evaluate effective partnership working

Risk management

You need to know and understand:

- K43 how to analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
- K44 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
- K45 how to develop practice that facilitates positive risk-taking

Your practice

You need to know and understand:

- K46 European, UK and country specific legislation, statutory codes, standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting relevant to your area of responsibility
- K47 European, UK and country specific legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
- K48 how to access accurate interpretations of legal and regulatory requirements
- K49 how to use analysis from lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
- K50 how your role fits within your organisation and where you can go to for support
- K51 how to identify priorities and contribute to priority setting
- K52 how to evaluate the impact of commissioning, procurement and contracting activities on individuals, key people and communities
- K53 how to evaluate different methods and approaches of measuring the achievement of outcomes
- K54 how to evaluate the importance of preventative and community based provision
- K55 how to manage agreed transformations for service provision
- K56 techniques for problem solving and innovative thinking
- K57 how to manage budgets and resources
- K58 how to identify and manage ethical conflicts and dilemmas in your work
- K59 your own background, experiences and beliefs that may have an impact on your practice
- K60 how to use **evidence based practice** to justify your actions and decisions
- K61 how to contribute to the development of systems, practices, policies and procedures

Theory for practice

You need to know and understand:

- K62 how to evaluate the impact of **social, medical and business models** on the achievement of outcomes
- K63 how to evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
- K64 how to evaluate theories and approaches to management relevant to your area of responsibility

Personal and professional development

You need to know and understand:

- K65 how to promote reflective, person centred, evidence based practice
- K66 your role in sharing and developing knowledge and practice with others, including individuals, key people and communities
- K67 how to manage time and workload
- K68 how to provide constructive feedback
- K69 how to identify and access opportunities for professional development
- K70 how to develop professional knowledge and practice through reflective supervision and appraisal

Communication

You need to know and understand:

- K71 how to use communication as a foundation for co-productive commissioning
- K72 how to manage and promote effective communication with **colleagues**, individuals and other stakeholders

Handling information

You need to know and understand:

- K73 legal requirements, policies, procedures and protocols for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice
- K74 legal and work setting requirements for recording information and producing reports within timescales

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- K75 how to identify, collect, analyse, measure and assess data
 - K76 methods of making data, information and analysis accessible for individuals, key people and other stakeholders including decision makers
 - K77 how and where electronic communications can and should be used

Health and Safety

You need to know and understand:

- K78 legal and work setting requirements for health, safety and security in the work environment

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.

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.

Resources include financial, human and physical resources as well as time.

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.

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.

Innovation is a concept that covers new, original and different ideas, methods or tools that offer a fresh perspective on how to achieve outcomes.

Obstacles can come from a range of factors such as procedures and systems, resources, attitudes and legal or organisational requirements.

Colleagues are people who you work with in your own or other organisations, including your team, managers, service providers, other teams, other departments and other organisations.

Commissioning partners are individuals or representatives of groups and organisations who are involved in making commissioning decisions for your organisation. They can include individuals, key people and other stakeholders as well as organisations with whom you undertake joint commissioning activities or who deliver services.

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.

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.

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.

Colleagues are people who you work with in your own or other organisations, including your team, managers, service providers, other teams, other departments and other organisations.

Information may be any form of communication from and about individuals, key people, communities and other stakeholders, people and organisations. Information might be about legislation or working practices which should be passed on and for which your organisation may have procedures set in place. It includes performance information, previous contractual information, confidential and public information.

Relevant people can include individuals, key people, decision makers and other stakeholders and will vary depending on the issues and circumstances. Who the relevant people are can depend upon circumstances.

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.

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.

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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 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.

Colleagues are people who you work with in your own or other organisations, including your team, managers, service providers, other teams, other departments and other organisations.

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

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