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| Overview | This standard is about your role in developing flexible and innovative ways to achieve outcomes through commissioning, procurement and contracting. It covers working with others to identify flexible and innovative ways to achieve outcomes, testing those ideas and reviewing how well they achieve outcomes. In order to implement new ways of working, you will need to work with the market and contribute to developing systems as well as providing information and advice within your own organisation.  This NOS is relevant to an individual undertakingcommissioning, procurement and contracting in relation to care services. |

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| Performance criteriaYou must be able to: You must be able to:  You must be able to:  You must be able to:  You must be able to: | Work with others to develop new and innovative ways to achieve outcomes   1. encourage **individuals**, **key people** and **stakeholders** to share ideas about **flexible and innovative ways** to achieve **outcomes** 2. collate **information** collected in partnership to inform the development of ideas 3. work with others to identify ideas that are **sustainable** and meet legal and **organisational** values and requirements 4. make recommendations about how any risks resulting from new ways of achieving outcomes should be managed 5. assess the implications of new approaches for existing provision 6. communicate your assessment to **relevant people** 7. work with individuals, key people and stakeholders to identify how any **barriers** to ideas may be overcome 8. contribute to the development of a business case for commissioning the testing of a new and innovative way to achieve outcomes   Assess whether new ways of working achieve outcomes   1. gain any agreements necessary to test out new ways of working 2. ensure that all relevant people are aware that a new approach is being used 3. clearly identify the outcomes to be achieved through the new approach 4. develop an implementation plan that takes account of **risk** and **resources** 5. ensure that safeguards are in place to maintain existing services in the event that the new approaches prove unworkable 6. agree the **criteria** that will be used to evaluate the effectiveness of the new approaches and ways of working 7. collate feedback from individuals, key people and stakeholders   involved in developing, implementing and using new ways of working   1. use the agreed criteria to assess the progress that has been made towards achieving the required outcomes 2. make recommendations about the continued use of the new way of working 3. share the results of your assessment with all relevant people   **Work with the market to adapt to flexible and innovative ways to achieve outcomes**   1. share **accessible**, accurate and up-to-date information and explanations with stakeholders about flexible and innovative ways to achieve outcomes 2. encourage stakeholders to develop innovative, sustainable approaches in response to changes 3. support stakeholders to make changes to their business models, systems, processes, structures and workforce 4. provide accurate information about the ways that tenders and contracts will change 5. reassure providers who are concerned about the impact of the changes 6. contribute to exercises that build the capacity and sustainability of the market to deliver changes   **Contribute to developing the structures for new and innovative ways to achieve outcomes**   1. identify how any barriers to new and innovative ways to achieve outcomes could be addressed 2. contribute to the **co-productive** planning of changes to commissioning, procurement and contracting activities, including the use of new procurement techniques and contract reconfiguration 3. contribute to the management of risks resulting from changes   **Provide information and advice about the implementation of new ways of working**   1. collate information and feedback about the demand for new ways of working 2. provide information and advice to relevant people about issues or difficulties being experienced by individuals, key people, your organisation or stakeholders 3. reflect on your own contribution to developing flexible and innovative ways to achieve outcomes to identify any areas for development | |
| 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. what the concept of citizenship is and how it underpins flexible and innovative ways to achieve outcomes 2. ways to encourage inclusion within local community services 3. the benefits of creativity and innovation to individuals, partners, providers and the organisation 4. the potential barriers to innovation and new approaches 5. strategies to deal with barriers to new and innovative ways to achieve outcomes 6. how to develop a business case and plans for the practical implementation of an idea 7. the resources required for creativity and innovation 8. how to learn from mistakes 9. how to identify potential impacts of new and innovative ways to achieve outcomes on market stability, development and sustainability 10. how to identify the impacts of new and innovative ways to achieve outcomes on the nature and structure of tenders and contracts 11. how to adapt and change the systems to support new and innovative ways to achieve outcomes 12. **Rights** 13. legal and work setting requirements for equality, diversity, discrimination and rights 14. legal and work setting requirements for complaints and whistle blowing 15. your role and the roles of others in promoting **co-productive** commissioning 16. the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals**, **key people** and communities 17. how to deal with and challenge discrimination 18. your duty to report any acts or omissions, poor or discriminatory practice, resources or operational difficulties that could infringe the rights of individuals and key people   **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. factors that increase the risk of potential harm or abuse 4. the different types of harm or abuse, poor or discriminatory practice 5. indicators of potential harm or abuse 6. how and when to report any concerns about harm or abuse, including whistleblowing 7. what to do if you have reported concerns but no action is taken to address them   **Sustainability**   1. why it is important to work in a **political, economic, sociological, technological, legal and environmentally sustainable** way 2. how you can develop sustainable new ideas in your work role   Partnership working   1. the factors that can affect partnership working 2. techniques for working with individuals, key people and communities through co-productive commissioning, procurement and contracting 3. how to support the best interests of individuals, key people and communities 4. how to engage with social care and procurement professionals during commissioning, procurement and contracting activities 5. the **priorities, interests** and contributions of **stakeholders** 6. the **operational realities** of service providers 7. policies, procedures, guidance and protocols with others involved in partnerships 8. how to assess the effectiveness of partnership working   **Risk management**   1. the types of risk involved in commissioning, procurement and contracting 2. methods of identifying, assessing and managing risk 3. your role in identifying, managing and reporting risk 4. principles of positive risk-taking 5. **Your practice** 6. European, UK and country specific legislation, statutory codes, standards, regulations, frameworks and guidance relevant to your commissioning, procurement and contracting role 7. European, UK and country specific legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies 8. how to access and work to procedures and agreed ways of working 9. lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions 10. how your role fits within your organisation and where you can go to for support 11. how to assess the impact of commissioning, procurement and contracting activities on individuals, key people and other stakeholders 12. how to measure the achievement of **outcomes** 13. the nature and importance of preventative and community based provision 14. factors that can cause conflicting demands 15. techniques for problem solving and innovative thinking 16. how to fulfil your role in managing resources, including your own time 17. how to cost and work with budgets 18. how and when to seek support with ethical conflicts and dilemmas in your work 19. your own background, experiences and beliefs that may have an impact on your practice 20. how to use **evidence-based practice** to justify your actions and decisions 21. how to contribute to the development of systems, practices, policies and procedures 22. how to challenge poor practice in your own and other organisations 23. **Theory for practice** 24. how the **social, medical and business** models impact on the achievement of outcomes 25. how commissioning, procurement and contracting can contribute to improved outcomes for individuals, key people and communities   **Personal and professional development**   1. principles of reflective, person centred, evidence based practice 2. your role in sharing and developing knowledge and practice with others, including , key people and communities 3. how to provide constructive feedback to others 4. how to identify and access opportunities for professional development 5. how to develop professional knowledge and practice through reflective supervision and appraisal 6. **Communication** 7. how to use communication as a foundation for co-productive commissioning 8. methods to promote effective communication with **colleagues**, individuals and other stakeholders 9. **Handling information** 10. legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice 11. legal and work setting requirements for recording information and producing reports within timescales 12. how to identify, collect, measure and assess data and present it as information 13. how information software products can help you collect information 14. how to record written information with accuracy, clarity, relevance and an appropriate level of detail 15. methods of making data and information accessible for individuals, key people and other stakeholders 16. 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 |

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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 **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.  **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.  **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.  **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.  **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.  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.  **Relevant people** arepeople to whom a particular issue or incident is important or who are affected by it. Who the relevant people are can depend upon circumstances.  **Barriers** prevent access and inclusivity and relate to a range of things, including the physical environment, finance and cost, organisations or attitudes of individuals, key people, communities and others.  **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.  **Resources** include financial, human and physical resources as well as time.  **Criteria** are factors that can be used to measure and make a judgement about whether or not an outcome has been achieved, how much progress has been made or how well something has been done.  For something to be **accessible**, it should be able to be used by all people whatever their levels and types of ability, for example something that people can understand regardless of the level or way in which they communicate.  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. |
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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.  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.  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.  The **operational realities** of service providers are the factors that impact on how they are able to run their other services, in particular where there is competition for funding and customers.  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.  **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.  **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.  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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| Indicative review date | February 2019 |
| **Validity** | Current |
| **Status** | Original |
| Originating organisation | Skills for Care and Development |
| **Original URN** | New |
| Relevant occupations | Childcare and Related Personal Services; Health and Social Care; Planning Officer; Strategy Officer |
| **Suite** | Commissioning, Procurement and Contracting for Care Services |
| **Key words** | Development; flexible; innovative ways; outcomes; developing systems; information; advice |