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| **Overview** | This standard is about leading innovation and new ways of working. It involves setting a vision for innovation and leading the planning, implementation and evaluation of new ways of working in your area of responsibility, working in partnership with individuals and key people. This NOS is relevant to an individual undertakingcommissioning, procurement and contracting in relation to care services. |

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| Performance criteria You must be able to:You must be able to:You must be able to:You must be able to: | **Set a vision for innovation in your area of responsibility**1. analyse the **capacity** and **capability** of the market to meet current and future required **outcomes**
2. analyse how **innovation** can support the commissioning strategies and **strategic direction** of your own and partner organisations
3. critically analyse **information** from a range of sources to inform innovation, to include information about unmet need
4. work with **relevant people** to set a vision for innovation in your area of responsibility
5. share your vision throughout your area of responsibility, including **colleagues**, **commissioning partners**, **individuals**, **key people** and **stakeholders**

**Plan the implementation of innovation and new ways of working**1. gather all relevant data and information for forecasting the impact of new ways of working on the achievement of outcomes, the market and the workforce
2. engage with individuals, key people and other stakeholders, including workforce representatives, to consider the impacts and their implications
3. ensure that individuals and key people are involved in the **co-productive** planning of new ways of working
4. assess the **sustainability** of new and innovative ways of working
5. analyse the **risks** associated with new ways of working
6. analyse the **resources** required to implement new ways of working
7. negotiate with commissioning partners to agree funding and resource arrangements
8. develop strategic plans to build capacity and capability in the workforce to support new and innovative ways to achieve outcomes
9. develop a comprehensive strategy for implementation of new ways to achieve outcomes with individuals and key people that reflects the values and responsibilities of your organisation
10. collaborate with colleagues and other stakeholders to ensure that systems and processes support new ways of working
11. provide the market with sufficient information so that service providers are able to plan for new and innovative ways to achieve outcomes

**Implement new ways of working**1. lead the co-productive implementation of new ways of working
2. ensure that individuals and key people accessing new and innovative ways of working are aware of any responsibilities they have in relation to risk management
3. ensure that those wishing to utilise new ways of working have access to advice, guidance and assistance

**Evaluate the impact of new ways of working on outcomes for individuals and key people**1. analyse all relevant information about the implementation of new ways of working
2. engage with relevant people to evaluate the positive and negative impacts of new ways of working, the relative importance of the impacts and their inter-relationships
3. agree sustainable recommendations with all those involved in the evaluation
4. develop an action plan with based on your recommendations that identifies the risks and resources involved with new ways of working
5. present recommendations to all relevant people in an accessible way and in accordance with legal and organisational requirements
6. plan to undertake evaluations at agreed intervals
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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. key initiatives and trends in **flexible and innovative ways** of working
2. how to develop new types of working agreements and practices
3. theories and approaches for building market capacity
4. how to conduct a cost benefit analysis
5. theories and approaches of market management
6. how to maintain a dispassionate view of risks in the face of what may be highly emotive and political debates

**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.**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.**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.**Innovation** is a concept that covers new, original and different ideas, methods or tools that offer a fresh perspective on how to achieve outcomes.The **strategic direction** refers to actions that will fulfil the commissioning strategy.**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. **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.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.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.**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. |
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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.****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 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.**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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