Overview

This standard is about developing working relationships with individuals, key people and stakeholders from your own and other organisations. It involves planning, preparing and sustaining working relationships then evaluating and reviewing their effectiveness.

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

Performance criteria	**Plan and prepare for working relationships**

You must be able to:	P1	identify **individuals**, **key people** and **stakeholders** with whom you need to develop effective working relationships
	P2	establish the **preferred means of communication** of any person with whom you need to develop a working relationship
	P3	evaluate factors which may present **barriers** to **co-productive** commissioning
	P4	support individuals, key people, **colleagues** and stakeholders to understand and overcome barriers to co-productive commissioning
	P5	evaluate the contributions that you, individuals, key people and stakeholders can make to working relationships
	P6	establish views and attitudes in relation to key decision making areas, priorities and **risks**
	P7	consider potential differences or conflicts of principles, values and approaches
	P8	plan how to manage any risks that may result from working relationships
	P9	negotiate with individuals, key people and stakeholders to agree the purpose and boundaries of working relationships, including the commitments**,** desired outcomes, any **limitations or restrictions**, and how disputes or **conflicts of interest** will be resolved
	P10	agree how you will measure whether or not the relationship achieves the desired outcomes
	P11	follow your organisation's procedures to record agreements with individuals, key people other stakeholders

Establish effective working relationships

You must be able to:	P12	engage people in an **accessible** way about matters that may concern them
	P13	encourage the contribution of individuals, key people and stakeholders by open acknowledgement
	P14	respond promptly to any communication
	P15	work in accordance with legal and work setting requirements when sharing information with others
	P16	engage with individuals, key people and stakeholders to influence the work

that is undertaken

P17   fulfil any commitments you have made or advise **relevant people** immediately if you are unable to do so

P18   resolve any disagreements or disputes promptly in the agreed way and in the best interests of those who use the services

P19   ensure that working relationships operate within legislative or regulatory requirements

P20   monitor the outcomes from the relationship in the agreed way

Evaluate the effectiveness of working relationships

You must be able to: P21   measure the outcomes against those agreed

P22   evaluate how well the relationship has achieved the agreed outcomes

P23   evaluate how well any disputes or conflicts have been managed

P24   use supervision to reflect on your practice and contribution to working relationships

P25   make recommendations about how partnership working can be improved

P26   agree changes with individuals, key people and stakeholders to improve or maintain the effectiveness of the working relationship

P27   make recommendations to relevant people for improvements to policies and approaches to partnership working in your organisation

Knowledge and understanding	**Specific to this NOS**

You need to know and understand:	K1	methods and ways of working that enable people to use their preferred means of communication
	K2	how to identify and meet the information needs of colleagues and individuals, families and communities
	K3	how to support the development of effective working relationships
	K4	why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and individuals, families and communities
	K5	how to recognise and take account of political issues in working relationships
	K6	how to manage people's expectations in working relationships
	K7	how to manage ethical dilemmas and conflicts that arise from working relationships
	K8	how to identify disagreements and the techniques for sorting them out
	K9	the damage which conflicts of interest and disagreements can cause to individuals and organisations
	K10	how to monitor and review the effectiveness of working relationships

Rights

You need to know and understand:	K11	legal and work setting requirements for equality, diversity, discrimination and rights
	K12	legal and work setting requirements for complaints and whistle blowing
	K13	your role and the roles of others in promoting **co-productive** commissioning
	K14	the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals**, **key people** and communities
	K15	how to address conflicts and dilemmas about rights and discrimination
	K16	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

K17   legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults

K18   the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices

K19   indicators of potential harm or abuse

K20   how and when to escalate any concerns about harm or abuse, including whistleblowing

K21   how to support others who have expressed concern about harm or abuse

K22   what to do if you have reported concerns but no action is taken to address them

Sustainability

K23   how to evaluate the benefits of working in a **politically, economically, sociologically, technologically, legally and environmentally** sustainable way

K24   how to promote your **organisation**'s political, economic, sociological, technological, legal and environmental responsibilities

K25   how to evaluate the sustainability of commissioned services

K26   how to develop sustainable new ideas in your area of responsibility

Partnership working

K27   how **collaborative and integrated working** can be used to maximise resources

K28   how to promote co-productive commissioning

K29   how to work with individuals, key people and communities through co-productive commissioning, procurement and contracting

K30   how to support the interests of individuals and other stakeholders

K31   how to engage with social care and procurement professionals during

commissioning, procurement and contracting activities

K32 how to analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working

K33 how to analyse the drivers and constraints that impact on businesses and third sector organisations

K34 the **business processes** and **operational realities** of service providers

K35 how to influence the work of the partnership to meet agreed **outcomes**

K36 how to use and develop integrated policies, procedures, guidance and protocols with others involved in partnerships

K37 the statutory and financial constraints for **agreeing budgets** to support partnership working

K38 how to evaluate effective partnership working

Risk management

You need to know and understand:

K39 how to analyse the risks involved in commissioning, procurement and contracting for your area of responsibility

K40 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility

K41 how to develop practice that facilitates positive risk-taking

Your practice

You need to know and understand:

K42 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

K43 European, UK and country specific legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies

K44 how to access accurate interpretations of legal and regulatory requirements

K45 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

K46   how your role fits within your organisation and where you can go to for support

K47   how to identify priorities and contribute to priority setting

K48   how to evaluate the impact of commissioning, procurement and contracting activities on individuals, key people and communities

K49   how to evaluate different methods and approaches of measuring the achievement of outcomes

K50   how to evaluate the importance of preventative and community based provision

K51   how to manage agreed transformations for service provision

K52   techniques for problem solving and innovative thinking

K53   how to manage budgets and resources

K54   how to identify and manage ethical conflicts and dilemmas in your work

K55   your own background, experiences and beliefs that may have an impact on your practice

K56   how to use **evidence based practice** to justify your actions and decisions

K57   how to contribute to the development of systems, practices, policies and procedures

Theory for practice

You need to know
and understand:

K58   how to evaluate the impact of **social, medical and business models** on the achievement of outcomes

K59   how to evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used

K60   how to evaluate theories and approaches to management relevant to your area of responsibility

Personal and professional development

You need to know
and understand:

K61   how to promote reflective, person centred, evidence based practice

K62   your role in sharing and developing knowledge and practice with

others, including individuals, key people and communities

K63　how to manage time and workload

K64　how to provide constructive feedback

K65　how to identify and access opportunities for professional development

K66　how to develop professional knowledge and practice through reflective supervision and appraisal

Communication

You need to know and understand:

K67　how to use communication as a foundation for co-productive commissioning

K68　how to manage and promote effective communication with **colleagues**, individuals and other stakeholders

Handling information

You need to know and understand:

K69　legal requirements, policies, procedures and protocols for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice

K70　legal and work setting requirements for recording information and producing reports within timescales

K71　how to identify, collect, analyse, measure and assess data

K72　methods of making data, information and analysis accessible for individuals, key people and other stakeholders including decision makers

K73　how and where electronic communications can and should be used

Health and Safety

You need to know and understand:

K74　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.

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.

People may have a variety of **preferred means of communication** that could include different languages, the use of sensory aids, speech, written word (which may be either hard copy or electronic), telephone.

Barriers prevent access and inclusivity and relate to a range of things, including the physical environment, finance and cost, organisations or attitudes of individuals or communities.

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.

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.

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.

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.

Conflicts of interest can happen when people or organisations want different things from working together. It is important to consider the priorities of different partners and get a balance between engagement to develop commissioning without giving particular stakeholders have an unfair advantage.

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.

Limitations or restrictions can arise from a range of sources including a conflict of interests, organisational or ethical differences including the capacity of voluntary organisations or micro providers to respond/participate.

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.

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.

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

SCDCPC401
Develop effective working relationships

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	CPC401
Relevant occupations	Contract Manager; Managers and leaders with responsibility for interagency working; Childcare and Related Personal Services; Health and Social Care; Planning Officer; Strategy Officer
Suite	Commissioning, Procurement and Contracting for Care Services
Key words	Working relationships; individuals; stakeholders; planning; preparing; sustaining; review; evaluate;