
Overview

This standard is about the process of setting up partnerships. It involves gaining agreement to the ways in which partners will work together and the governance arrangements that will oversee and review the partnership.

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

Performance criteria

Identify partners for joint working in your area of responsibility

- You must be able to:
- P1 ensure that **individuals, key people** and **stakeholders** can contribute to the development of the strategy
 - P2 critically evaluate the impact of key **organisations** on the local community
 - P3 analyse the key values, objectives and targets of key local organisations
 - P4 identify partners who can support the delivery of your organisation's commissioning strategy
 - P5 identify partners whose key values, objectives and targets your organisation can support
 - P6 develop working relationships at a strategic level with key staff in those organisations with whom you are working

Negotiate and implement governance arrangements for working together in your area of responsibility

- You must be able to:
- P7 work with **partners** to establish the values and strategic framework for the governance of the partnership
 - P8 negotiate to agree the values and strategic aims of the partnership
 - P9 agree the strategic plans of the partnership
 - P10 agree operational plans for the partnership, including plans for **risk** management
 - P11 negotiate to agree the nature of the **contribution** that each partner will make to the work of the partnership
 - P12 agree governance arrangements for the work of the partnership, including how any **conflicts of interest** will be addressed
 - P13 agree principles for delivering the aims and objectives of the partnership, including work protocols and dissemination of information
 - P14 agree principles for gathering and sharing knowledge and good practice about partnership working

Review and evaluate the performance and outcomes of joint working

- You must be able to:
- P15 negotiate to agree how the performance of the partnership will be measured
 - P16 work with partners to review the performance of the partnership

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- P17 evaluate the efficiency of the partnership in achieving its strategic aims
 - P18 critically evaluate the impact of partnership work in achieving the values and outcomes required by your organisation, including prevention of negative outcomes
 - P19 critically evaluate the impact of partnership work on the **sustainability** of services and the workforce that delivers them
 - P20 identify any changes required to the partnership
 - P21 report the results of evaluation to key decision makers in your organisation
 - P22 make recommendations about partnership working based on your evaluation of the partnership's performance

Knowledge and understanding

Specific to this NOS

You need to know and understand:

- K1 how to evaluate different frameworks of performance measures
- K2 how to develop governance protocols
- K3 key issues that must be addressed in setting up governance arrangements for joint working
- K4 the scope, scale and potential of the third sector and other providers to contribute to partnership arrangements
- K5 why it is important to recognise the potential conflict between the aims of the partnership and the objectives of individual member organisations

Rights

You need to know and understand:

- K6 legal and work setting requirements for equality, diversity, discrimination and rights
- K7 legal and work setting requirements for complaints and whistle blowing
- K8 your role and the roles of others in promoting **co-productive** and **community based commissioning**
- K9 the role of service providers and partner agencies in promoting the rights, choices, wellbeing and active participation of **individuals, key people** and communities
- K10 how to challenge, critically evaluate and take informed action against discrimination
- K11 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:

- K12 legislation, national policy, frameworks, local systems and multi-disciplinary procedures relating to the safeguarding and protection of children, young people and adults
- K13 the responsibility that everyone has to raise concerns about possible harm or abuse, poor or discriminatory practices

- K14 how and when to escalate any concerns about harm or abuse, including whistleblowing
- K15 how to support others who have expressed concern about harm or abuse
- K16 what to do if you have reported concerns but no action is taken to address them

Sustainability

You need to know and understand:

- K17 how to critically analyse the **political, economic, sociological, technological, legal and environmental** responsibilities relevant to your area of responsibility
- K18 how to promote your **organisation's** political, economic, sociological, technological, legal and environmental responsibilities
- K19 how to critically evaluate the sustainability of commissioned services
- K20 how to critically evaluate the development of sustainable new ideas in your area of responsibility

Partnership working

You need to know and understand:

- K21 how **collaborative and integrated working** can maximise resources
- K22 how to lead co-productive and community based commissioning
- K23 how to ensure that social care and procurement professionals are engaged during commissioning, procurement and contracting activities
- K24 how to critically analyse the **priorities, interests** and contributions of **stakeholders** and their impact on partnership working
- K25 how to critically analyse the drivers and constraints that impact on businesses and third sector organisations
- K26 the **business processes** and **operational realities** of service providers
- K27 how to influence the work of the partnership to meet agreed **outcomes**
- K28 how to develop governance arrangements for partnerships that take account of the strategic aims and objectives of different partners
- K29 how to analyse the statutory and financial constraints for **agreeing**

budgets to support partnership working

- K30 how to promote further partnerships amongst providers and other stakeholders through strategic commissioning
- K31 how to critically evaluate the effectiveness of partnership working

Risk management

You need to know and understand:

- K32 how to critically analyse the risks involved in commissioning, procurement and contracting for your area of responsibility
- K33 how to assess the financial viability of commissioning plans and proposals
- K34 methods of managing and mitigating the risks involved in commissioning, procurement and contracting for your area of responsibility
- K35 how to promote practice that facilitates positive risk-taking

Your practice

You need to know and understand:

- K36 European, UK and national legislation, statutory codes, standards, regulations, frameworks and guidance relevant to commissioning, procurement and contracting for your area of responsibility
- K37 European, UK and national legislation, statutory codes, standards, frameworks and guidance relevant to service providers and partner agencies
- K38 how to access accurate interpretations of legal and regulatory requirements
- K39 how to analyse lessons learned from government reports, research and inquiries into serious failures of health or social care practice and from successful interventions
- K40 how to work with key decision makers to ensure accountability for fiscal policy and the achievement of outcomes
- K41 how to make decisions and agree priorities
- K42 how to critically evaluate the impact of commissioning, procurement and contracting decisions on individuals, key people and communities
- K43 how to critically evaluate the importance of preventative and community based provision

- K44 how to lead the transformation of service provision
- K45 how to interpret financial information, including financial mapping, to inform commissioning, procurement and contracting
- K46 how to use and promote **evidence based practice** to justify your actions and decisions
- K47 principles of reflective practice and why it is important
- K48 how to identify and access opportunities for professional development

Theory for practice

You need to know and understand:

- K49 how to critically evaluate the impacts of **social, medical and business models** on the achievement of outcomes
- K50 how to critically evaluate the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
- K51 how to critically evaluate theories and approaches to leadership and management relevant to your area of responsibility

Communication

You need to know and understand:

- K52 how to promote communication as a foundation for co-productive and community based commissioning
- K53 how to lead effective communication within and between organisations

Handling information

You need to know and understand:

- K54 legal requirements, policies and procedures for the security and confidentiality of information, taking account of commercial sensitivity and procurement practice
- K55 legal and work setting requirements for recording information and producing reports within timescales
- K56 methods of making data, information and analysis accessible for individuals, key people and other stakeholders others including decision makers
- K57 how and where electronic communications can and should be used

Health and Safety

You need to know
and understand:

K58 legal and work setting requirements for health, safety and security in
the work environment

Managing People

You need to know
and understand:

K59 legal and work setting requirements for employment practices
K60 internal and external governance arrangements for your area of
responsibility
K61 how to create a culture that promotes openness, creativity and
problem solving
K62 how to create a culture that supports people to embrace change
K63 factors that can lead to pressures on the service, individual and team
performance
K64 how to manage time workload and performance to meet targets and
achieve outcomes
K65 how to provide constructive feedback to others
how to develop the professional knowledge and practice of others
through reflective supervision and appraisal

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.

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.

Partners may come from a variety of backgrounds and include the public, private and third sectors, individuals, key people and community representatives as well as current and potential service providers.

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.

The **contribution** that partners make could be financial, physical or human resources, their time and expertise or other involvement.

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 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.

**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 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.

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 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.

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.

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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