

CPC 411 Develop joint working agreements and practices and review their effectiveness

Key Purpose

The key purpose identified for those working in commissioning, procurement and contracting is to: "Specify, shape and secure quality services, responses and projects that deliver improving outcomes for individuals, families and communities within the strategic objectives of the organisation"

Elements of Competence

CPC 411A	Establish requirements for joint working
CPC 411B	Agree and review joint working agreements and practices
CPC 411 C	Identify and work within the boundaries, roles and responsibilities of joint working agreements and practices

About this unit

For this unit you will need to develop and maintain appropriate relationships to enable joint working agreements and practices to be effective.

Scope

The scope is here to give you guidance on possible areas to be covered in this unit. The terms in this section give you a list of options linked with items in the performance criteria. You need to provide evidence for any option related to your work area.

Communication and language requirements using: the individual's, families or communities' preferred spoken language; the use of signs, symbols, pictures, writing, objects of reference, communication passports; other non verbal forms of communication, human and technological aids to communication.

Key people include: family, friends, carers, service providers, colleagues

Your **knowledge and understanding** for this unit will relate to legal requirements and codes of practice applicable to the scope of your work and that of others with whom you work; your role, and level of responsibility you have within your organisation to manage activities to achieve an optimum service; the depth and breadth of understanding that will enable you to carry out your job role and support others to perform competently; the need to be able to solve

problems and resolve conflicts; the need to be able to evaluate, assess situations and act appropriately; systems and processes within your own and across other organisations and the need for you to be able to work in collaboration with individuals, key people and others within and outside your organisation.

Values

The values underpinning this unit have been derived from the key purpose statement, the values and principles statement, relevant service standards and codes of practice for health and social care in the four UK countries. The values and principles statement is at the start of these units:

Key words and concepts

This section provides explanations of the key words and concepts used in this unit. In occupational standards it is quite common to find familiar words or phrases used, which, in the detail of the standards, may be used in a very particular way. **Therefore we would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required.**

Active support Support that encourages individuals to do as much for themselves as possible to maintain their independence and physical ability and encourages people with disabilities to maximise their own potential and independence.

Individuals The actual people requiring services. Where individuals use advocates and interpreters to enable them to express their views, wishes or feelings and to speak on their behalf, the term individual within this standard covers the individual and their advocate or interpreter.

Key people Are those people who are key to an individual's health and social well-being. These are people in the individual's life who can make a difference to their health and well-being.

Others Are other people within and outside your organisation that are necessary for you to fulfil your job role.

CPC 411 A Establish requirements for joint working

Performance Criteria

You need to show that,

1. You identify where you and your organisation could work with other teams, departments, agencies and organisations to commission the provision of more effective services for individuals, families and communities.
2. You identify gaps in experience and expertise within your own organisation and negotiate how these could be filled by people from other teams, departments, agencies and organisations.
3. You identify areas where the experience and expertise of people from other teams, departments, agencies and organisations could enhance that of staff from your own department, agency or organisation.
4. You seek, identify and access accurate and up-to-date information about workers, teams, organisations and agencies who can help you and your organisation deliver more effective commissioning of services.
5. You identify relevant people, teams and organisations with whom you could collaborate and work jointly to deliver more effective commissioning of services.
6. You evaluate and agree with the appropriate people, departments, agencies or organisations the need and purpose for establishing joint working agreements.

CPC 411 B Agree and review joint working agreements and practices

Performance Criteria #

You need to show that,

1. You contribute to identifying and agreeing:
 - contact arrangements
 - how you will work with other people, teams, departments, agencies and organisations
 - the roles and responsibilities of all within the joint working agreement, including who should have lead responsibility
 - the aims and needs of all involved
 - the arrangements for working with the individuals and

- key people
- the potential opportunities and benefits from joint working agreements and practices.
2. You ensure that any joint working arrangements comply with legal, regulatory and organisational policies and practices.
 3. You explore any areas of potential difficulty, conflict and overlap developing strategies, procedures and practices to deal with them.
 4. You agree strategies to maintain the confidentiality and security of information ensuring they comply with:
 - legal and organisational requirements, policies and procedures of the teams, departments, organisations and agencies
 - any professional and regulatory codes.
 5. You share essential information across organisational boundaries:
 - within agreed protocols
 - within confidentiality agreements
 - according to legal and organisational requirements.
 6. You work with all involved to identify how joint working practices will be reviewed, identifying:
 - the criteria to be used
 - the roles and responsibilities of all involved
 - the timescales for any review activities.
 7. You contribute to the review of joint working agreements and practices according to your role and responsibilities and the agreed criteria and timescales.
 8. You work with all involved within joint working agreements to make adjustments that will improve the effectiveness of, and the outcomes from joint working agreements and practices.

CPC 411 C Identify and work within the boundaries, roles and responsibilities of joint working agreements and practices

Performance Criteria

You need to show that,

1. You clarify boundaries, roles and responsibilities for providing services.
2. You ensure that any work that you agree to undertake complies with:

- legal and organisational policies and procedures
 - communication and language requirements for those with whom you are working and for individuals, families and communities
 - any professional and regulatory codes to which you have to comply.
3. You contribute to:
 - agreeing activities for team members which makes best use of their individual preferences and abilities
 - identifying and integrating the skills, values, perspectives and experience of wider team members
 - setting up and using systems to monitor, review and evaluate the effectiveness of the joint working procedures and practices
 - ensuring that commitments of team members are realistic
 - re-negotiating commitments that are not able to be honoured.
 4. You carry out your allocated and agreed work.
 5. Where reviews indicate that changes in working practices would improve the service and/or save resources, you negotiate such changes with all involved.

Knowledge Specification for the whole of this unit

Competent practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this unit.

When using this specification **it is important to read the knowledge requirements in relation to expectations and requirements of your job role.**

You need to show that you know, understand and can apply in practice:

Values

1. Legal and organisational requirements on equality, diversity, discrimination, **rights**, confidentiality and sharing of information when developing joint working agreements and practices and reviewing their effectiveness.
2. Knowledge and practice that underpin the holistic person-centred approach which enable you to establish

and work jointly in ways that:

- place the individuals', families' and communities' preferences and best interests at the centre of everything you do
 - recognise the uniqueness of individuals and their circumstances
 - empower individuals to take responsibility (as far as they are able and within any restrictions placed upon them), and make and communicate their own decisions about their lives, actions and risks from danger, harm and abuse.
3. How to manage ethical dilemmas and conflicts between the values, principles and views of joint working group members on how individuals and key people should be treated.
 4. How stereotypical assumptions can affect joint working and ways in which you can minimise your own stereotypical assumptions.
 5. How differing values and perspectives of other agencies and workers affect the possibilities for joint working.
 6. The impact of organisational structure and culture upon the policy and practice of inter-agency working.
 7. How to effectively challenge information, documents, systems, structures, procedures and practices that are discriminatory when establishing joint working agreements and working jointly to provide services.

Legislation and organisational policy and procedures

8. Regulation, codes of practice and conduct relevant to yourself and **others** codes of practice and conduct, and standards and guidance relevant to your setting and own and the roles, responsibilities, accountability and duties of **others** when developing joint working agreements and practices and reviewing their effectiveness.
9. Current local, UK and European legislation and organisational requirements, procedures and practices for:
 - data protection
 - health and safety
 - risk assessment and management
 - employment practices
 - protecting individuals from danger, harm and abuse
 - making and dealing with complaints and whistle blowing

- multi-disciplinary and multi-agency working
 - co-operation, collaboration, and co-ordination of services and service planning between agencies
 - developing joint working agreements and practices.
10. Key government initiatives which affect the organisational practices when working jointly with other departments, agencies and organisations.
 11. How to access, evaluate and influence organisational and workplace policies, procedures and systems for joint working.
 12. How different philosophies, principles, priorities and codes of practice can affect interagency and partnership working.
 13. Policies, practices and procedures of other organisations and workers which affect the opportunities and boundaries of joint work.

Theory and practice

14. How and where to access literature, information and support to inform your colleague's practice about joint working.
15. An up-to-date knowledge of:
 - the literature related to best practice in joint working
 - government reports, inquiries and research relevant to joint working
 - government reports, inquiries and research into serious failures to protect individuals, families, carers and other key people when departments, agencies and organisations have been working jointly.
16. Theories of:
 - communication and inter-action required for effective joint working
 - collaborative working
 - inter-disciplinary and inter-agency working
 - conflicts and dilemmas
 - stress and how it can affect behaviour
 - power relationships and how these can be used and abused when working jointly.
17. The differences between inter-disciplinary, inter-agency and multi-disciplinary and multi-organisational working and how these can affect joint working agreements.
18. Methods of working jointly to support individuals families and communities to:
 - express their wishes, needs and preferences
 - understand and take responsibility for deciding the

- outcomes they want to achieve
 - identify how their services should be provided
 - assess and manage risks to their health and well-being.
19. The use of evidence based practice to:
 - justify your actions and decisions
 - record and report processes and outcomes of your work.
 20. How the following factors and others relevant to your area of practice could benefit or hinder joint working including: work practice, aims and objectives, management, decision making and resource allocation processes, statutory requirements for reporting and accountability; differing perceptions of the focus or importance of the work or of individuals' needs.
 21. Ways of negotiating, gaining agreement for and working within joint working agreements and practices.
 22. Concepts of co-operation, collaboration, co-ordination and conflict.
 23. Individuals' styles of inter-action and how these can affect joint working.
 24. Criteria to be considered when deciding the appropriate level of contact with other departments, agencies and organisations.
 25. Why individuals in your own and other organisations need to be informed about changes to established joint working practices.