

Unit: CPC 501 Develop strategic partnerships and alliances for commissioning (Commissioning, Procurement and Contracting)

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 501A Identify partners where mutual benefits can result or there are requirements for joint working
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CPC 501 B Negotiate, agree and implement the governance arrangements and the parameters for working together

CPC 501 C Review and evaluate the performance and outcomes of joint working
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About this unit

This unit is about the process of setting up key alliances and partnerships. It involves gaining agreement to the ways in which organisations will work together and the governance arrangements that will oversee the process. It also covers the ongoing evaluation of the extent to which partnerships and alliances continue 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 words highlighted in bold in the performance criteria. You need to provide evidence for any option related to your work area.

Key organisations: statutory; voluntary; community; private enterprise; social enterprise; government bodies; NGOs

Key partners: public sector; voluntary sector; individuals, families and communities; current and potential service providers

Key decision makers: individuals, families and communities; elected members; board members; management committee; senior managers/executives;

Contribution: financial; expertise; staff; time; physical resources

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.**

Organisation: the organisation/company/local authority for whom you work or volunteer; the organisation/company you own or run; if you receive direct payments or fund your own services, it means you and the people who work for you

CPC 501A Identify partners where mutual benefits can result or there are requirements for joint working

Performance Criteria

You must show that you:

1. Have a strategic understanding of the impact and influence of all **key organisations** on the local community
2. Have a working knowledge of the key objectives and targets of key local organisations
3. Make links and personal network contacts with all key local organisations
4. Identify partners who can support the delivery of your organisation's commissioning strategy
5. Identify partners where your **organisation** can support the delivery of their key objectives and targets
6. Develop working relationships at a strategic level

with key staff in those organisations with whom you are working

CPC 501 B Negotiate, agree and implement the governance arrangements and parameters for working together

Performance Criteria

You must show that you:

1. Work with **partners** to establish the strategic framework for the governance of the partnership
2. Negotiate and agree with partnership members the strategic aims and strategic and operational plans for the partnership
3. Establish and agree the nature of the **contribution** that each partner will make to the work of the partnership
4. Identify and agree the financial and other resource contributions from each partner
5. Negotiate and agree the governance arrangements for the work of the partnership
6. Negotiate and agree the principles to underpin the development of protocols for the achievement of the partnership aims and objectives
7. Negotiate and agree the principles for disseminating information about the partnership's work within individual agencies and to the wider community
8. Negotiate and agree the principles for gathering and sharing knowledge and good practice about partnership working to enhance the achievement of its aims and objectives

CPC 501 C Review and evaluate the performance and outcomes of joint working

Performance Criteria

You must show that you:

1. Negotiate and agree the principles and the basis for monitoring, reviewing and evaluating the governance, membership and management of the partnership
2. Negotiate and agree measures and indicators to evaluate the performance of the partnership
3. Review, with partners, the results from the monitoring process

4. Evaluate the performance and efficiency of the operation of the partnership and identify any changes required
5. Evaluate the performance of the partnership in achieving the outcomes required by your organisation
6. Report the results of the evaluation to **key decision makers** in your organisation, with recommendations about the partnership working

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 the 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 working in partnership
2. How to ensure that you and others for whom you are responsible protect the rights and the interests of individuals
3. How to manage ethical dilemmas and conflicts that can arise when working in partnership
4. How to ensure that partnership working results in best value for the services
5. Methods and ways of working that:
 - a. support equality and diversity
 - b. support the rights of people to communicate in their preferred way, media and language
 - c. support the development of sustainable new ideas
 - d. are ethical and adhere to any codes of practice relevant to your work
 - e. respect other people's ideas, values and principles
6. Legal and organisational requirements about safeguarding children and vulnerable adults

7. Why it is important to reflect on your own practice and identify areas for further development and how to do so

The differences in types, structures, governance and capacity of organisations, particularly voluntary sector and micro-providers, and the implications for working relationships

Legislation and organisational policy and procedures

8. Codes of practice and conduct, and standards and guidance and the roles, responsibilities, accountability and duties of others when working in partnership
9. Current local, UK and European legislation and organisational requirements, procedures and practices for joint working
10. Key government initiatives which affect the organisational practices on joint working
11. Policies, procedures, guidance and protocols with the other organisations and professions with which you work that are relevant to joint working

Theory and practice

12. Different models of working together, e.g. collaborative, joint, integrated, and the appropriate use of each
13. Different frameworks of performance measures and their applications
14. How to develop governance protocols and why they are essential
15. The key issues that must be addressed in setting up governance arrangements for joint working
16. The strategic aims and objectives of different partners and how this can impact on the governance of the partnership
17. Why it is important to recognise the potential conflict between the aims of the partnership and the objectives of individual member organisations
18. The contributions that different partners can make to the work of the partnership including shared resources
19. The difference between aligned, joint, shared and pooled budgets and the appropriate use of each
20. The importance of partnership working and why it can improve service delivery and enhance public confidence

21. Changing factors and priorities nationally and locally than can impact on the partnership, its members and its strategic goals
22. The legislative framework that partnership working operates within
23. How to evidence and evaluate effective partnership working