Unit: CPC 414 Initiate and implement change and improvement in services, provision and systems (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 414 A Identify and evaluate opportunities for change and improvement in services, provision and systems
CPC 414 B Negotiate and agree the introduction of changes to services, provision and systems
CPC 414 C Review and evaluate the introduction of changes

About this unit

This unit identifies opportunities for improving existing commissioning activities and introducing new services and systems. The unit is about managing change and covers all the aspects including planning, gaining commitment, making it happen and review and evaluation. Commissioning procurement and contracting for adult and children's services can change rapidly; this unit will demonstrate that you can manage the changes.

Scope

> **Opportunities for improvement:** within your responsibility; outside your responsibility, but where your work has an   impact.

> **Opportunities for improvement of:** workforce/team composition; employment/work practices; work methods and   patterns; financial factors; nature and availability of services and products; quality of services and outcomes; methods to reduce waste and increase sustainability; new equipment/technology; design of systems and processes.

> **Obstacles to change are:** internal to the organisation; external.

> **Share information**: Information about: service planning; service design; expenditure plans; outcomes; new initiatives; market developments; outcomes;

> **Record (verb):** formally; informally; officially; personally

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.**

> **Relevant people:** people to whom a particular issue or incident is important or who are affected by it. Who the relevant people are can depend upon circumstances
> **Analyse:** to explore and examine the data you have collected and to find out and interpret what it tells you. Once you have interpreted the data it becomes information.

CPC 414 A Identify and evaluate opportunities for change and improvement in services, provision and systems

Performance Criteria

You must show that you:

1   Regularly access and analyse relevant, valid, reliable information from various sources on developments in knowledge, expertise and services
2   **Share information** on developments with the **relevant people** in an accessible way
3   Link new developments clearly to current practices and use it to identify **opportunities** for growth and improvements in your organisation's commissioning activities
4   Continuously monitor and evaluate activities in your organisation and take action to make improvements where necessary

5   Encourage others in your organisation to suggest or support changes by sharing information and welcoming involvement

6   Accurately evaluate **obstacles** and resistance to change and find ways to address them

7   Use evaluations of previous developments for improvement as useful guides

CPC 414 B Negotiate and agree the introduction of changes to services, provision and systems

Performance Criteria

You must show that you:

1   Present complete, accurate **information** on current activities and proposed developments to relevant people

2   Ensure that full information on proposed developments is shared promptly with those from other organisation or with other areas of responsibility if the changes will have an impact

3   Accurately and objectively compare the advantages and disadvantages of current and proposed activities

4   Use appropriate methods of **analysis** to assess the implications of introducing any change(s)

5   Ensure that proposals demonstrate evidence of learning incorporated from previous evaluations

6   Make alterations to the proposals in the light of feedback

7   Conduct negotiations in a way that maintains good working relationships and reaches mutually acceptable compromises

8   **Record** negotiations and agreements accurately and legibly and store them in such a way as to be accessible when required

CPC 414 C Review and evaluate the introduction of changes

Performance Criteria

You must show that you:

1 Share the details of implementation plans as soon they are available, in an accessible way with all those involved

2 Use resources in the most effective way to meet the requirements of changed activities or service provision

3 Monitor changes in services, activities and systems in accordance with agreed process

4 Evaluate the outcomes of changes using agreed criteria against agreed measures, expectations and previous performance

5 Make changes and adjustments during implementation in the light of problems, issues and review findings

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 and **rights** when working with individuals, families and communities

2. The rights that individuals, families and communities have and how to access them

3. The importance of individuals, families and communities participating as partners in commissioning activities, decisions and changes

4. Ways to develop and maintain partnerships with providers in the market

5. Ways to share information without compromising policies in relation to confidentiality, commercial sensitivity or procurement practice

6. The importance of reflecting on your own practice and methods of doing so

7. The differences in types, structures, governance and capacity of organisations and the implications for implementing change

8. Legal and organisational requirements about safeguarding children and vulnerable adults throughout periods of change

9. 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

Legislation and organisation policy and procedures

10. European, national and local legislation, regulations and guidelines that impact on changes around the work of your organisation
11. European, national and local policies that affect changes in the work of your organisation
12. The procedures that have an impact on your organisation and on the work you do
12. The decision making process within your organisation and other organisations you work with
13. The management structure of your organisation, your place in it and how to use it
14. Key government initiatives which affect the organisational practices about introducing changes
15. Policies, procedures, guidance and protocols with the other organisations and professions with whom you work that are relevant to managing change

Theory and practice:

16. How to assess and analysing relevant information on changes in technology and resources
17. Methods of analysing market needs and market development opportunities
18. Ways of establishing, defining and reviewing objectives and performance measures
19. Methods of informing and consulting others about problems and proposals and encouraging them to offer ideas and views

20 . The importance of monitoring resource use and costs and analysing efficiency and effectiveness and methods of doing so.

21 . Methods of using financial analysis tools such as cost benefit analysis, differential cost analysis and risk analysis

22. Common methods of evaluating and forecasting appropriate to the type of information

23. How to develop an effective communication strategy and why it is important when managing change