

## **Unit: CPC 417 Manage and develop the market to deliver your organisation's priorities and outcomes (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**

<b>CPC 417 A Work with the market to identify where additional capacity is needed</b>
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<b>CPC 417 B Support the market in developing additional sustainable capacity</b>
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<b>CPC 417 C Review and evaluate how the sustainable capacity of the market has developed</b>
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### **About this unit**

This unit is about the different ways in which the commissioning organisation can ensure that the provider market is able to deliver services to meet the requirements of the individuals, families and communities that you commission for. The key to this being successful is that it is done in partnership with the current and potential providers through an open and honest exchange of information, views and concerns

### **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.

**Service providers:** large corporate providers, small local providers, voluntary, independent, private sector, public sector and in-house

**Capacity:** staffing levels, staff expertise, management viability, service support, physical capacity – buildings, beds, equipment

**Communication channels:** face to face; small groups; public meetings; regular feedback through representatives/community groups; telephone; e-mail;

web based; information leaflets; informal channels – 'school gate' etc

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

**Constraints:** finance; personnel availability; workload commitment; organisation requirements and plans;

**Resources:** financial; human; physical; time

## 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.

**Accessible:** something that people can understand regardless of the level or way in which they communicate, this may mean translating information, or providing it in large print or on audio tape, or just in plain language

**Outcome:** desired result of activities, interventions and / or services.

**Feedback:** Views and opinions from people who use your services or are affected by what you do

**Criteria:** factors that can be used to measure and make a judgement about: whether or not an outcome has been achieved, how much progress has been made or how well something has been done

## **CPC 417 A Work with the market to identify where additional capacity is needed**

### **Performance criteria**

You need to show that you:

1. Engage and involve individuals, families and communities in sharing ideas with service providers
2. Use a **range of communication channels** to offer all service providers the opportunity to participate
3. Be clear about the nature and level of support you may be able to provide
4. Be clear about any limitations or **constraints** on supporting the development of capacity
5. **Share the information** you have gathered about the market profile and your organisation's view of capacity issues in an accessible way
6. Enable service providers to identify clearly their capacity issues and how they see these being resolved
7. Find out if there are other views about capacity issues from other service providers
8. Share information about **outcomes** and priorities and establish the service providers views about capacity to deliver them

## **CPC 417 B Support the market in developing additional sustainable capacity**

### **Performance Criteria**

You need to show that you:

1. Are open to creative and innovative ideas for building market capacity
2. Respond to the capacity issues identified with realistic proposals on how to deal with the issue
3. Respond positively, wherever possible, to proposals from service providers to develop sustainable capacity
4. Respond with clear reasons if it is not possible to deal with an issue
5. Listen to further arguments against your reasoning and be prepared to review your initial response
6. Where capacity can be developed through use of tender and contracting arrangements, ensure that **relevant people** are aware and supportive

7. Where capacity can be developed through use of your organisation's internal resources, ensure that relevant people are aware and supportive
8. Where capacity can be developed through changes in delivery arrangements ensure that relevant people, including individuals, families and communities, are aware and supportive
9. Where capacity can be developed through working in new and different ways or by working across traditional boundaries, ensure that the relevant people, including representatives of the workforce, are aware and supportive
10. Where the development of capacity requires an investment of your organisation's **resources** ensure that the relevant people, are aware and supportive
11. Actively support all your capacity building activities with evidence of partnership working and shared commitment to developing sustainable capacity in order to deliver outcomes

### **CPC 417 C Review and evaluate how the sustainable capacity of the market has developed**

#### **Performance Criteria**

You must show that you:

1. Agree with service providers, individuals, families and communities the process for evaluating market capacity
2. Agree the **criteria** for evaluating market capacity
3. Collect baseline data accurately against the agreed criteria
4. Use **feedback** and agreed criteria to conduct regular reviews of the capacity of the market at agreed intervals
5. Demonstrate, with supporting evidence, the extent to which the market has developed capacity to deliver priorities and outcomes
6. Share the information from the evaluation process with all relevant people in an accessible format
7. Maintain records of the market development process

#### **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 considering developing the capacity of the market
2. How to manage ethical dilemmas and conflicts which can arise when making decisions around the ways in which capacity will be developed
3. 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 principle
4. How differing values and perspectives of service providers can have an impact on the capacity of the market
5. The impact of organisational structure and culture upon how flexibly and innovatively resources can be used
6. Legal and organisational requirements about safeguarding children and vulnerable adults

### **Legislation and organisational policy and procedures**

7. Regulation, codes of practice and conduct relevant to yourself and others codes of practice and conduct, and the roles, responsibilities, accountability and duties of others when managing the spending of public finance in a marketplace
8. Current local, UK and European legislation and organisational requirements, procedures and practices for:

- procurement of services
  - data protection
  - risk assessment and management
  - best value
  - efficiency savings
  - developing new types of working agreements and practices.
9. Key government initiatives which affect the organisation's practices when managing and developing the market

### **Theory and practice**

10. Theories and best practice in market management and development
11. Government reports, inquiries and research relevant to market management and development
12. Theories of:
- public sector procurement
  - Capacity building
  - Public sector commissioning
13. The differences between inter-disciplinary, inter-agency and multi-disciplinary and multi-organisational working and how these can be used to maximise resources
14. The use of evidence based practice to:
- justify your actions and decisions
  - record and report processes and outcomes of your work.
15. The types of support you can offer in order to develop the market