

Unit: CPC 503 Manage the environment in which your organisation operates (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 503 A Evaluate internal and external trends and changes
CPC 503 B Position your organisation to respond rapidly to change
CPC 503C Prepare for the potential impact of future development

About this unit

This unit is for senior managers who have the responsibility for making sure that the organisation is aware and ready to respond to all the changes and emerging trends that have an impact on the operational environment. 'Horizon scanning' will be an important part of this work. You will need to be able to produce information that could be used for planning and operational purposes. The 'environment' includes the 'external' operating environment; for example, local populations and their needs, market trends, new technologies and methods, legislation, and the activities of providers and partners. It also includes the 'internal' operating environment; for example, resource allocations, workforce and the culture of the organisation. Depending on where you work, organisation can mean a team or section with responsibility for commissioning within a larger organisation.

Scope

The scope helps to make sure that you provide evidence related to the work you do. Terms in this section give you options related to the words highlighted in bold in the performance criteria. Your evidence for this unit should cover any option that is part of your work.

Valid and reliable sources: national statistics; local authority statistics; public body; academic institution; primary sources

Changes and adjustments: in practice; in policy; in procedures; in systems; in approach; services; providers, funding/payment arrangements, plans, proposals, consultation arrangements

Appropriate people: individuals, families and communities; colleagues; partners; providers; volunteers; elected members; board members; management committee members

Information and knowledge: data; processed data; analysed data; information; research; intelligence; expert opinion; feedback; confidential information; public information; personal information

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

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

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.**

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

Horizon scanning: is a futures technique that considers ranges of possible, plausible futures so that planning can be put in place to adapt to and mitigate against various conditions

Futures scenarios: offers different future scenarios with information about government, global position, economic position, environment, etc. Organisations can explore and see how well they are able to respond in different circumstances

CPC 503 A Evaluate internal and external trends and changes

Performance Criteria

You must show that you:

1. Obtain accurate information about the individuals, families and communities that use services from a wide variety of **valid and reliable sources**
2. Obtain accurate information about the market supplying services from a wide variety of valid and reliable sources
3. Monitor and **analyse** trends and developments inside and outside your organisation and make **changes and adjustments** accordingly
4. Actively use the information to provide evidence-based planning and to support decision making
5. Actively scan and monitor key local, regional, national and European initiatives, developments and emerging thinking and recognise the impact for your organisation
6. Process new information into an accessible format for sharing as widely as possible inside and outside/outwith your organisation

CPC 503 B Position your organisation to respond rapidly to change

Performance Criteria

You must show that you:

1. Identify clearly and address the strengths and weaknesses of your organisation and the opportunities and threats in your organisation's external environment
2. Develop structures, systems and processes that enable the organisation to consult, and share information and analysis with all **appropriate people** on potential future market and organisational development
3. Assess **risks** and prepare plans to manage the risks involved

4. Organise and manage **information and knowledge** in a way that supports effective analysis and planning
5. Work alongside **key partners** to jointly prepare responses to change
6. Explain any assumptions you have made in your analysis and provide the evidence base
7. Keep **key decision makers** aware, informed and prepared to respond to changes

CPC 503C Prepare for the potential impact of future development

Performance Criteria

You must show that you:

1. Explore and assess a range of **future scenarios** within the environment in which your organisation operates
2. Make use of **horizon scanning** to determine the likelihood, impact, risk and timeframe of future developments
3. Analyse the implications for your organisation, the individuals, families and communities it serves and its markets
4. Use the analysis to undertake long-term strategic planning for the organisation
5. Integrate review and revision of long-term plans into action planning for current developments
6. Provide key decision makers and all appropriate people with regular information

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 and how they apply to future developments
2. How to ensure that you and others for whom you are responsible protect the rights and the interests of individuals, families and communities.
3. How to manage ethical dilemmas and conflicts that arise in commissioning organisations
4. Methods and ways of working that:
 - a. support equality and diversity
 - b. support the development of sustainable new ideas
 - c. are ethical and adhere to any codes of practice relevant to your work
 - d. respect other people's ideas, values and principles
5. Legal and organisational requirements about safeguarding children and vulnerable adults
6. Why it is important to reflect on your own practice and identify areas for further development and how to do so

Legislation and organisational policy and procedures

7. Codes of practice and conduct, and standards and guidance, the roles, responsibilities, accountability and duties of others when planning for the future
8. Current local, UK and European legislation and organisational requirements, procedures and practices for future and forward planning
9. Key government initiatives which affect the organisational forward planning
10. How different philosophies, principles, priorities and codes of practice can impact on forward planning
11. Policies, procedures, guidance and protocols with the other organisations and professions with which you work that are relevant to forward planning

Theory and practice

12. Different sources of information and how to use them effectively and establish validity and reliability
13. How to measure and review organisational performance
14. How to analyse organisational culture
15. How to undertake an analysis of the organisation

16. How to undertake an analysis of the political, economic, social, technological, legal and environmental factors in the external environment
17. How to analyse the interests of individuals, families, communities, markets and partners
18. How to build future scenarios and assess their implications
19. The process of horizon scanning and how to access and use scans