

Unit: CPC 506 Secure financial resources for your organisation's plans (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 506 A Review the generation and allocation of financial resources
CPC 506 B Evaluate proposals for expenditure
CPC 506 C Obtain financial resources for your organisation's activities.

About this unit

This unit is about managing your organisation's finance at a strategic level. It covers examining the way your organisation generates and allocates financial resources, evaluating proposals from others on expenditure, and obtaining the financial resources which your organisation needs. This unit is for directors, management committee members and senior level managers working in commissioning, procurement or contracting who are responsible for obtaining or reviewing the generation and allocation of the financial resources of the organisation.

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.

Generation of financial resources: raising equity finance; obtaining loans; obtaining venture capital; negotiating with government for funds; obtaining sponsorship; creative and innovative approaches;

Allocation of financial resources: budgeted plans; internal bidding; departmental competition or collaboration; external bidding and inter-organisational competition or collaboration.

Evaluation: comparative; absolute

Proposals: for long-term programmes of work; for medium-term programmes of work; for short-term programmes of work.

Performance: performance against internal, or personal, criteria; performance against external criteria

Relevant people: team members; colleagues working at the same level; higher-level managers or sponsors; individuals, families and communities

Activities to obtain resources: formal proposals; consultation; lobbying; private discussion; media usage; publishing documents.

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

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.

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

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

Information: raw, recorded and interpreted data.

CPC 506 A Review the generation and allocation of financial

Resources

1. Use systems for reviewing the **generation** and **allocation** of financial resources which provide accurate, comprehensive and up-to date **information**
2. Use **criteria** for assessing the organisation's **performance** in the generation and allocation of financial resources which take account of the type of **organisation**, its context and culture
3. Use **criteria** which include commonly accepted performance measures for the generation and allocation of financial resources
4. Do a review which shows how well the organisation is performing compared with other organisations
5. Do a review which shows how effective the organisation's methods are compared to alternative methods of generation and allocation of financial resources
6. Gather, store and use **information** on the generation and allocation of financial resources in accordance with **organisational policies and legal requirements**.

Performance Criteria

You must show that you:

CPC 506 B Evaluate proposals for expenditure

1. Select **evaluation** criteria which are relevant, fair and clear
2. Provide those submitting **proposals** with sufficient help to make their proposals effective
3. Evaluate proposals against your stated criteria within the agreed timescale
4. Evaluate proposals for their expected benefits and costs, and according to how realistic and achievable these benefits and costs appear to be
5. Accept proposals that clearly show how they support the organisation's objectives, strategies, values and policies
6. Highlight weaknesses or inconsistencies in proposals and form a justifiable case for rejection or amendment
7. Clearly explain the reasons for the rejection or amendment of proposals to those submitting the proposals

8. Conduct negotiations over proposals in a manner likely to ensure co-operation, confidence and goodwill

CPC 506 C Obtain financial resources for your organisation's activities.

Performance Criteria

You must show that you:

1. Give opportunities to **relevant people** to help to obtain financial resources for your organisation's activities
2. Make a clear, consistent case for obtaining resources which is supported by sound argument
3. Present your case in such a way as to reflect the commitment of those who will be using the resources
4. Obtain resources in a way that is consistent with the good name and image of your organisation and with legal requirements
5. Agree realistic alternative courses of action with relevant people when the resources you need are not obtained in full
6. Act consistently with the mission, values and policies of the organisation in all your agreements, communications and other activities to obtain resources.

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 obtaining financial resources
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 obtaining financial resources.
 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 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
 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
 8. The differences in types, structures, governance and capacity of organisations, particularly voluntary sector and micro-providers, and the implications for securing financial resources

Legislation and organisation policy and procedures

9. Codes of practice and conduct, and standards and guidance and the roles, responsibilities, accountability and duties of others when securing financial resources
10. Current local, UK and European legislation and organisational requirements, procedures and practices for securing financial resources
11. Key government initiatives which affect the organisational practices on raising financial resources

Theory and practice

12. Ways to develop and present a case for the acceptance or rejection of proposals
13. How to develop and present an effective case for obtaining financial resources

14. The relative advantages and disadvantages systems which may be used to review the generation and allocation of financial resources
15. how to identify selection criteria that are appropriate to your organisation, its context and culture
16. the commonly accepted performance measures for the generation and allocation of financial resources
17. how to compare your organisation's performance with that of others
18. alternative methods of generating and allocating financial resources which may be appropriate and how to evaluate these
19. how to evaluate proposals against selected criteria and carry out cost-benefit analyses of these
20. the context and culture of the organisation and the implications of these for resource generation and allocation how to ensure compliance with the organisation's mission, values and strategic objectives during the process of securing and allocating resources
21. the types of help those making proposals may need and how to provide support effectively
22. the importance of continuously reviewing the generation and allocation of financial resources and your role and responsibilities in this regard
23. strategies to use when carrying out negotiations on expenditure proposals so that the co-operation, confidence and goodwill of those involved is maintained.