

## **Unit: CPC 507 Establish and maintain an organisational culture of risk awareness (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 507 A Embed the concept of risk into all systems and procedures</b>
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<b>CPC 507 B Develop a learning organisation that takes a positive view of risk identification and management</b>
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<b>CPC 507 C Incorporate the outcomes of managing risk into planning and development</b>
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### **About this unit**

This unit is concerned with the competence required by management in order to establish and develop an environment in which a team can work together at assessing and balancing risk factors. This may be as an ongoing task or as part of the life cycle of a procurement project.

The project manager needs to also ensure that those with operational responsibilities implement appropriate measures. The unit encompasses the strategic role in the promotion of a culture of risk awareness, which impacts on the evaluation and overall management of commercial risk and the risks to outcomes, including the direct and consequential risks of damage to people, property and the environment.

**This unit is based on Project Management NOS unit 5 but has been changed to meet the needs of commissioning. As a result, the layout may look slightly different from other units.**

### **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.

**Areas of perceived risk:**

- I Commercial or contractual
- I Technical issues
- I Local and environmental conditions
- I Resources or procurement
- I Regulatory or political influences
- I Lack of information and data

**2 Communicate:**

- I Verbally in meetings
- I In writing

**3 Personnel:**

- I Team members
- I Support or supply chain staff

**4 Appropriate circumstances:**

- I Start-up or briefing meetings
- I Progress meetings

## 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.**

## CPC 507 A Embed the concept of risk into all systems and procedures

### Performance Criteria

You must show that you:

1. Communicate to all appropriate people that all reports, proposals, business cases, recommendations and reviews contain **risk** identification and management
2. Ensure appropriate people are aware of their roles and responsibilities for identifying risks and are aware of the associated management systems and procedures
3. Encourage staff to contribute to the development and review of risk management systems and procedures
4. Communicate the advantages of risk management in a way which promotes and gains commitment
5. Make sure individuals, families and communities who are directing their own support are aware of any risk management requirements that apply to their responsibilities
6. Establish key partners' attitude to risk and include risk management in any jointly planned operations
7. Raise the issue of risk awareness in meetings, discussions and information sharing as appropriate

### **CPC 507 B: Develop a learning organisation that takes a positive view of risk identification and management**

#### **Performance Criteria**

You must show that you:

1. Actively promote an organisational 'no blame' culture that recognises mistakes as learning opportunities
2. Encourage staff to raise incidents for review and learning
3. Demonstrate clearly how identified risks and 'near misses' can be used as learning for the organisation
4. Ensure that risk identification and incident review processes are developed and implemented
5. Obtain feedback from staff using the review processes and make changes if necessary

### **CPC 507 C Incorporate the outcomes of managing risk into planning and development**

#### **Performance Criteria**

You must show that you:

1. Obtain information from valid and reliable sources about systems, processes and procedures which present risks to the organisation and those people it serves

2. Obtain and collate information about risks to inform planning, forecasting and development
3. Analyse data about key areas of risk accurately
4. Draw up strategic plans for future development in the light of the learning emerging from identified internal and external risks and 'near misses'
5. Include risk management and review prominently in strategic plans

### **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 managing risk
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 can arise through risk management
4. How to ensure that managing risk 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 and the implications for risk management
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 managing risks

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

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

### **Theory and practice**

14. Risk management techniques and the execution of procedures
15. Analysis and evaluation techniques
16. Communication and presentation techniques
17. Ways of identifying the probability of a risk situation occurring
18. Ways of clarifying risk issues and of assessing the likely impact and consequences
19. How to prioritise and manage risk issues
20. Identification of secondary or additional risks due to changes as the project progresses
21. Ways of influencing, monitoring and controlling the risk environment
22. Reporting systems that provide timely and accurate information
23. Constraints that introduce risk and could influence the outcomes
24. Techniques for assessment of factors
25. Sources and types of specialist advice
26. Techniques for defining and controlling measurable outcomes
27. Information sources: internal; external
28. Organisational procedures and systems

29. Opportunities, procedures and formats for communicating and promoting risk awareness