

SCDCPC409

Manage resources to meet priorities and demand (Commissioning, Procurement and Contracting)



Overview

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

1. Identify and review resources available to meet demand
2. Establish commissioning priorities and balance demands on resources
3. Secure effective resource allocation for activities and projects

About This Unit

This unit is about knowing the resources that will be available to meet the needs and outcomes you have identified, and about identifying the limits to achieving outcomes within the resources you have available. In this unit you will show that you are able to work alongside people to work out which areas have to take priority when resources are scarce. It is also about looking at other ways that resources could be made available, negotiating budgets and justifying expenditure. This unit covers preparing and justifying proposals for expenditure and negotiating and agreeing budgets.

SCDCPC409

Manage resources to meet priorities and demand (Commissioning, Procurement and Contracting)

Performance criteria

Identify and review resources available to meet demand

You must be able to:

- P1 use accurate forecasts and projections to determine the level of demand on services
- P2 calculate the financial commitment necessary to meet the anticipated demand
- P3 find accurate information on the financial and other **resources** known to be available
- P4 consider ways in which resources, both financial and non-financial can be used most effectively in order to improve outcomes
- P5 identify the amount of shortfall between demand and the resources available to meet it
- P6 assess the impact of any shortfall on the ability of your organisation to meet identified outcomes
- P7 identify and thoroughly assess the viability of opportunities for additional financial resources
- P8 develop and present a competent business case for additional resources if necessary
- P9 make **information** on any potential shortfall of resources available to the relevant people including decision makers, service providers, individuals, families and communities in an **accessible** way
- P10 store accurate, legible and complete **records** of the process for future use

Establish commissioning priorities and balance demands on resources

You must be able to:

- P11 manage effective **consultation** processes in order to share information and engage individuals, families and communities in agreeing commissioning priorities
- P12 agree, with consultation participants, the **criteria** which will determine how priorities are set and resources allocated
- P13 provide clear information about setting **sustainable** priorities within the overall policies and strategies of your organisation
- P14 encourage the development of draft priorities which can be shared for wider involvement
- P15 agree the criteria which will apply to the allocation of resources
- P16 provide accurate information about the availability of resources
- P17 respond positively to innovative suggestions about ways to use available resources effectively
- P18 share information on the options of service redesign in order to make best use of resources
- P19 provide accurate information about the impact of any commissioning decisions on other resource demands

SCDCPC409

Manage resources to meet priorities and demand (Commissioning, Procurement and Contracting)

P20 ensure that demands for resources are balanced in ways, which are seen to be transparent, understandable, justified and reasonable

Secure effective resource allocation for activities and projects

You must be able to:

P21 support estimates of costs and benefits by valid, relevant information

P22 make recommendations that clearly indicate the **net benefits** over time that are likely to be achieved from the expenditure

P23 make recommendations that take account of possible future variation in levels of activity

P24 make clear, concise presentations in an appropriate form

P25 provide further explanation to promote acceptance where challenges are made to the proposal

P26 conduct budget negotiations in a manner likely to maintain good relationships and within agreed time scales

P27 reach agreements that balance the overall needs of the organisation with the demands of your area of responsibility

P28 seek clarification where there is uncertainty or disagreement over the proposed budget

P29 inform all relevant people of budget decisions in a manner and at a time, which is likely to ensure their co- operation and confidence

SCDCPC409

Manage resources to meet priorities and demand (Commissioning, Procurement and Contracting)

Knowledge and understanding

You need to know and understand:

Values

- K1 legal and organisational requirements on equality, diversity, discrimination, rights, confidentiality and sharing of information when considering resource management
- K2 knowledge and practice that underpin the financial management of your organisation and enable you to:
 - K2.1 place the individuals', families' and communities' preferences and best interests at the centre of everything you do
 - K2.2 recognise the importance of adequate resources to achieving improved outcomes
- K3 how to manage ethical dilemmas and conflicts which arise when decisions around allocation of scarce resources are being made
- K4 how differing values and perspectives of funding agencies departments and workers affect the possibilities of obtaining additional resources
- K5 the impact of organisational structure and culture upon how flexibly and innovatively resources can be used
- K6 methods of working in a sustainable way that has minimal impact on the environment

Legislation and organisational policy and procedures

You need to know and understand:

- K7 regulation, codes of practice and conduct relevant to yourself and others' codes of practice and conduct, and standards and guidance and the roles, responsibilities, accountability and duties of others when managing the spending of public finance
- K8 current local, UK and European legislation and organisational requirements, procedures and practices for:
 - K8.1 data protection
 - K8.2 health and safety
 - K8.3 risk assessment and management
 - K8.4 public spending
- K9 key government initiatives which affect the organisational practices when managing and planning the use of resources

Theory and practice

You need to know and understand:

- K10 an up-to-date knowledge of the literature related to best practice in finance and resource planning
- K11 government reports, inquiries and research relevant to finance and resource planning
- K12 theories of public sector financial management and effective resource generation and deployment

SCDCPC409

Manage resources to meet priorities and demand (Commissioning, Procurement and Contracting)

- K13 the differences between interdisciplinary, inter-agency and multidisciplinary and multi-organisational working and how these can be used to maximise resources
- K14 the use of evidence-based practice to:
 - K14.1 justify your actions and decisions
 - K14.2 record and report processes and outcomes of your work
- K15 ways of negotiating and gaining agreement for additional resources
- K16 organising and presenting financial information to support a proposal for expenditure
- K17 defining budget heads and using virement
- K18 presenting a logical, clear argument which addresses the needs and priorities of its recipient
- K19 using tools of financial analysis such as cost-benefit analysis, differential cost analysis and risk analysis
- K20 planning and scheduling financial flows over budgetary periods

SCDCPC409

Manage resources to meet priorities and demand (Commissioning, Procurement and Contracting)

Additional Information

Scope/range related to performance criteria

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.

Resources: financial; human; physical; time

Potential benefits: profitability; productivity; quality of service/product; environmental impact; working conditions; working relationships; motivation of individual employees

Provide information: written (electronic or paper); verbal (face to face or telephone); directly to decision makers, or indirectly via a line manager or other person. Directly to those concerned or indirectly through website, forum, newsletter, etc.

Consultation: written questionnaires; electronic feedback; by telephone; through forums; through public meetings; through consultation events; through individual contact.

Scope/range related to knowledge and understanding

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.

Values

The values underpinning this unit have been derived from the values and principles statement, relevant service standards and codes of practice for health and social care in the four UK countries.

Glossary

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

Local population

This can mean either the general population served by your organisation, or a specific population with particular needs

Resources

This can mean financial resources, or it can be about staff, time, buildings,

SCDCPC409

Manage resources to meet priorities and demand (Commissioning, Procurement and Contracting)

equipment, skills or experience

Constraints

Finance; personnel availability; workload commitment; organisational requirements and plans

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

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

Sustainable

An activity/intervention and/or service able to meet current needs without damaging the ability of future generations to meet their needs. This means thinking about what you do and making sure that you are not damaging the environment

External Links

When using this specification it is important to read the knowledge requirements in relation to the expectations and requirements of your job role.

SCDCPC409

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