

SCDCPC507

Establish and maintain an organisational culture of risk awareness (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”.

The elements of competence are:

1. Embed the concept of risk into all systems and procedures
2. Develop a learning organisation that takes a positive view of risk identification and management
3. Incorporate the outcomes of managing risk into planning and development

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.

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Performance criteria

Embed the concept of risk into all systems and procedures

You must be able to:

- P1 communicate to all appropriate people that all reports, proposals, business cases, recommendations and reviews contain **risk** identification and management
- P2 ensure appropriate people are aware of their roles and responsibilities for identifying risks and are aware of the associated management systems and procedures
- P3 encourage staff to contribute to the development and review of risk management systems and procedures
- P4 communicate the advantages of risk management in a way which promotes and gains commitment
- P5 make sure individuals, families and communities who are directing their own support are aware of any risk management requirements that apply to their responsibilities
- P6 establish key partners' attitude to risk and include risk management in any jointly planned operations
- P7 raise the issue of risk awareness in meetings, discussions and information sharing as appropriate

Develop a learning organisation that takes a positive view of risk identification and management

You must be able to:

- P8 actively promote an organisational 'no blame' culture that recognises mistakes as learning opportunities
- P9 encourage staff to raise incidents for review and learning
- P10 demonstrate clearly how identified risks and 'near misses' can be used as learning for the organisation
- P11 ensure that risk identification and incident review processes are developed and implemented
- P12 obtain feedback from staff using the review processes and make changes if necessary

Incorporate the outcomes of managing risk into planning and development

You must be able to:

- P13 obtain information from valid and reliable sources about systems, processes and procedures which present risks to the organisation and those people it serves
- P14 obtain and collate information about risks to inform planning, forecasting and development
- P15 analyse data about key areas of risk accurately

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P16 draw up strategic plans for future development in the light of the learning emerging from identified internal and external risks and `near misses'

P17 include risk management and review prominently in strategic plans

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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 managing risk
- K2 how to ensure that you and others for whom you are responsible protect the rights and the interests of individuals, families and communities
- K3 how to manage ethical dilemmas and conflicts that can arise through risk management
- K4 how to ensure that managing risk results in best value for the services
- K5 methods and ways of working that:
 - K5.1 support equality and diversity
 - K5.2 support the development of sustainable new ideas
 - K5.3 are ethical and adhere to any codes of practice relevant to your work
 - K5.4 respect other people's ideas, values and principles
- K6 legal and organisational requirements about safeguarding children and vulnerable adults and the implications for risk management
- K7 why it is important to reflect on your own practice and identify areas for further development and how to do so
- K8 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

You need to know and understand:

- K9 codes of practice and conduct, and standards and guidance and the roles, responsibilities, accountability and duties of others when managing risk
- K10 current local, UK and European legislation and organisational requirements, procedures and practices for managing risk
- K11 key government initiatives which affect risk management
- K12 how different philosophies, principles, priorities and codes of practice can impact on risk management
- K13 policies, procedures, guidance and protocols with the other organisations and professions with which you work that are relevant to risk management

Theory and practice

You need to know and

- K14 risk management techniques and the execution of procedures

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understand:

- K15 analysis and evaluation techniques
- K16 communication and presentation techniques
- K17 ways of identifying the probability of a risk situation occurring
- K18 ways of clarifying risk issues and of assessing the likely impact and consequences
- K19 how to prioritise and manage risk issues
- K20 identification of secondary or additional risks due to changes as the project progresses
- K21 ways of influencing, monitoring and controlling the risk environment
- K22 reporting systems that provide timely and accurate information
- K23 constraints that introduce risk and could influence the outcomes
- K24 techniques for assessment of factors
- K25 sources and types of specialist advice
- K26 techniques for defining and controlling measurable outcomes
- K27 information sources: internal; external
- K28 organisational procedures and systems
- K29 opportunities, procedures and formats for communicating and promoting risk awareness

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Additional Information

Scope/range related to performance criteria

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

1. commercial or contractual
2. technical issues
3. local and environmental conditions
4. resources or procurement
5. regulatory or political influences
6. lack of information and data

Communicate

1. verbally in meetings
2. in writing

Personnel

1. team members
2. support or supply chain staff

Appropriate circumstances

1. start-up or briefing meetings
2. progress meetings

Scope/range related to knowledge and understanding

Competent practice is a combination of the application of skills and knowledge informed by principles and values. 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 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

Links to other NOS

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

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.

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