

COGSBP04 (SQA Unit Code - H8H9 04) V1

Lead the Development of Sustainable Business Practice



Overview

This standard is about leading improvement programmes that support the development of sustainable business practice. This means developing an organisation that has a positive impact on the global or local environment, community, society or economy. These organisations are those that have progressive environmental and human rights policies and have an on-going commitment to improvement. A sustainable business will recognise its role in its supply chain and will strive to ensure that its sustainability ideals transmit across the whole of its supply chain and are applied to all the products and services on offer.

The role described by this standard covers directing improvement programmes to create sustainable business practice. The ability to encourage and motivate others to effectively implement improvement programmes is an important part of the standard.

The standard requires that current business performance is evaluated and that drivers for change are identified. It also requires that metrics are both identified and used to measure the success of improvement programmes. Improvement programmes should be implemented to ensure that the social, economic and financial principles of sustainability are addressed in support of more sustainable business practice.

Target Group

This standard is for those responsible for directing the creation of more sustainable business practice within an organisation. It is likely to apply to senior managers within large organisations and owner/managers within SMEs.

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Performance criteria

- You must be able to:*
- P1 review and evaluate the sustainability of current business practice within the organisation and its supply chain
 - P2 identify **sustainability drivers** and opportunities for more sustainable business practice
 - P3 specify the **implementation requirements** of improvement programmes
 - P4 specify the metrics to be used to measure improvements in sustainable business practice
 - P5 plan the implementation of **improvement programmes** according to organisational requirements
 - P6 maintain the implementation of **improvement programmes** according to specified requirements
 - P7 encourage and motivate **others** to implement **improvement programmes** according to specified requirements
 - P8 use metrics to monitor and report on the performance of **improvement programmes** on sustainable business practice
 - P9 take action to correct any shortfalls within **improvement programmes**
 - P10 communicate to **others** the benefits of and improvements in sustainable business practice that have been derived from **improvement programmes**

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Knowledge and understanding

You need to know and understand:

- K1 the legislation, industry standards, and voluntary codes that support the development of sustainable business practice
- K2 the economic, social and environmental principles that underpin sustainable development and sustainable business practice
- K3 how to integrate and balance the economic, social and environmental principles of sustainability within sustainable business practice
- K4 how to review and evaluate the sustainability of business practice
- K5 how sustainability drivers are used to form development opportunities
- K6 how to specify the requirements of improvement programmes including SMART objectives
- K7 the application of metrics in the development of sustainable business practice
- K8 the requirements of improvement programmes
- K9 the opportunities available to the organisation for improving the sustainability of business practice
- K10 improvement programmes and their role in developing sustainable business practice
- K11 how organisational sustainability strategy links to improvement programmes
- K12 the techniques used to specify, plan and maintain improvement programmes
- K13 how to encourage and motivate others to support improvement programmes
- K14 types, sources and methods for collecting data in support of improvement programmes
- K15 how to monitor and report on the performance of improvement programmes
- K16 how to communicate benefits of improvements to others
- K17 why it is important to engage with others in the development of sustainable business practice

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Additional Information

Scope/range related to performance criteria

Sustainability drivers include:

- 1 legislation
- 2 compliance
- 3 government policy
- 4 organisational sustainability strategy
- 5 customer perception
- 6 economic
- 7 social and ethical
- 8 global citizenship
- 9 environmental
- 10 innovation

Implementation requirements include:

- 1 objectives
- 2 systems and procedures
- 3 resources (people, finance, technology, knowledge)

Improvement programmes include:

- 1 innovation
- 2 procurement
- 3 environmental management
- 4 community support

Others include:

- 1 decision makers
- 2 organisational colleagues
- 3 customers
- 4 suppliers

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