

Unit: CPC 420 De-commission services (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 420 A Plan to de-commission services
CPC 420 B Manage the process of de-commissioning services
CPC 420 C Manage the changes resulting from de-commissioning

About this unit

This unit is about how you make changes in provision to reflect current or changing outcomes. This could be because of changing priorities or because a particular service needs to be re-designed in order to meet new outcomes, legislation or guidelines. The process of de-commissioning can be difficult and requires careful planning and clear communication with all those affected.

Scope

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 in bold in the performance criteria. Your evidence for this unit should cover any option that is part of your work.

Service no longer required: changed priorities; achieved outcomes so not needed; no longer achieving outcomes; quality concerns; no longer viewed as good practice

Risks: risks to people, risks to property, health and safety risks, actions that may make adults or children vulnerable to harm from others, risks of legal action, risks to reputation, risks of poor performance, risk of financial loss

Seek feedback: from individuals, families and communities who use services, from service providers, from partners, from agencies and organisations who have an interest in what you do. In written form, electronic feedback, by telephone, through forums, through public meetings and consultations, through individual contact.

Consultation processes: written questionnaires; electronic feedback; by telephone; through forums;

through public meetings; through consultation events;
through individual contact

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

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.**

Decommissioning: the process of ending the provision of activities/interventions and / or services that are no longer required or appropriate. May be part of service re-design

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

CPC 420 A Plan to de-commission services

Performance Criteria

You must show that you:

1. Use reliable and valid evidence to identify provision that is **no longer required**
2. Identify provision that is no longer within the priorities identified in the commissioning strategy of your organisation
3. Explore ways that the service could be re-designed to make a positive contribution to achieving outcomes

4. Undertake a **risk assessment** of **de-commissioning** the current service and commissioning a re-designed service
5. Share the results of the risk assessment with **relevant people**
6. **Seek feedback** and views from colleagues about the advisability and feasibility of de-commissioning the provision
7. Gain agreement to undertake a planning and consultation exercise with a view to de-commissioning the provision
8. Plan **consultations** in detail on the proposal to de-commission
9. Develop and share widely the timescales for the de-commissioning and service re-design process
10. Make plans to address any necessary workforce issues
11. Plan a communications strategy for the individuals, families and communities who use the service, the workforce and others who may need information such as decision makers and the media

CPC 420 B Manage the process of de-commissioning services

Performance Criteria

You must show that you:

1. Maintain effective communications and keep all relevant people informed of developments as soon as practicable
2. Consult widely and consider the views of individuals, families and communities using the service about proposed changes
3. Address concerns and explain new service proposals
4. Ensure that people using the service are fully aware of the changes and know the reasons for what will change and what will stay the same
5. **Provide information** about alternatives such as self directed support
6. Involve any individuals, families and communities who wish to participate in the process
7. Give any necessary notice of de-commissioning to the contractor in line with the contract requirements
8. Specify and secure re-design provision on a timescale to allow a reasonable period of handover
9. Make sure that legal requirements are met for the transfer of data between providers

10. Ensure that an accurate inventory is made if the contract includes the transfer of any equipment, property leases or other assets
11. Take and act upon legal advice if there are discrepancies in the inventory of assets
12. Provide accurate and comprehensive information and advice for the workforce
13. Respond promptly to any issues or problems that develop

CPC 420 C Manage the changes resulting from de-commissioning

Performance Criteria

You must show that you:

1. Recognise and respond to worries and concerns about changes in service
2. Address any individual problems or issues arising from the changes
3. If staff are to be transferred, ensure that relevant legislation is complied with and that they have access to specialist advice regarding transfer of employment
4. Respond promptly to questions or concerns from staff or their representatives, and refer them to specialist colleagues if necessary
5. Work closely with the current and the new service provider to ensure that information about timescales and handover periods is shared with the workforce and individuals, families and communities who use the service
6. Seek feedback from all concerned about the re-designed services
7. Maintain the communication strategy on a regular basis until the handover period is complete
8. Ensure that provider/s of a re-designed service are aware of de-commissioning process and issues that have arisen
9. Review, evaluate and record the effectiveness of the process of de-commissioning and re-designing services

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 de-commissioning services
2. Methods and ways of working that:
 - a. • support equality and diversity
 - b. • support the rights of people to communicate in their preferred way, media and language
 - c. • are ethical and adhere to any codes of practice relevant to your work
 - d. • respect other people's ideas, values and principles.
3. How to ensure that you and others for whom you are responsible protect the rights and the interests of individuals, families and communities
4. How to manage ethical dilemmas and conflicts that can arise when de-commissioning services.
5. How to ensure that de-commissioning services results in best value for the services
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

Legislation and organisation policy and procedures

8. Codes of practice and conduct, and standards and guidance and the roles, responsibilities, accountability and duties of others when de-commissioning services
9. Current local, UK and European legislation and organisational requirements, procedures and practices for:
 - data protection

- risk assessment and management
- employment practices
- making and dealing with complaints and whistle blowing

10. Key government initiatives which affect the organisational practices on de-commissioning
11. How different philosophies, principles, priorities and codes of practice can impact on service re-design
12. Policies, procedures, guidance and protocols with the other organisations and professions with whom you work that are relevant to de-commissioning.

Theory and practice

13. Theories about commissioning and de-commissioning services
14. Theories of market management and market development
15. Theories of change management
16. The importance of effective communication strategies and how to develop them
17. The reasons why people are reluctant to change to new services and how to address them
18. The benefits of re-designing services and de-commissioning services that are no longer helping to achieve outcomes
19. Legal requirements of TUPE and the implications for a changed provider
20. The negative effects of re-designing and changing services and why it is important to consider them