

## Role Profile

<b>Job Title:</b>	<b>Head of Integrated Commissioning</b>	<b>Grade:</b>	<b>CB4</b>
<b>Department:</b>	Adults' Services	<b>Post no:</b>	40226
<b>Directorate:</b>	Adults, Children and Public Health	<b>Location:</b>	Perceval House

<b>Role reports to:</b>	Assistant Director, Commissioning and Use of Resources Managing Director of Ealing Clinical Commissioning Group (CCG)
<b>Direct Reports:</b>	Older Adults Commissioner Mental Health Commissioner Learning Disabilities Commissioner Independent Living Commissioner Children's Commissioner Children's Health Commissioner Drug and Alcohol Programme Manager Strategic Development Co-ordinator Equipment Officer
<b>Indirect Reports:</b>	Children's Contracts & Procurement Officer Community Equipment Contract Support

## JOB DESCRIPTION

### **PURPOSE OF ROLE:**

- To oversee the effective commissioning of health and wellbeing services for residents of all ages within the London Borough of Ealing to enable people who need care and support to live with dignity and independence in the community and to avoid social isolation.
- To contribute to the strategic development and implementation of integrated commissioning opportunities, making use of legal flexibilities, to deliver service redesign and efficiencies across Ealing Council and Ealing Clinical Commissioning Group (CCG).
- To work in partnership with health and social care providers to build local capacity and to promote positive outcomes and safe, high quality care for service users, patients and carers.
- To work with other local authorities and health commissioners to maximise opportunities for achieving economies of scale and joint approaches to commissioning.
- To lead for Ealing Council and CCG on development of joint working, communication and promoting mutual understanding of each other's priorities, processes and organisational cultures.
- To provide commissioning advice and leadership to support and inform an evidence-based approach within ethical frameworks for developing high quality, equitable services and programmes to improve outcomes and reduce health inequalities.

## **KEY ACCOUNTABILITIES:**

### **Strategic Leadership**

- Provide strategic leadership, effective management and seamless delivery of integrated commissioning services across Children's & Families and Adults' Services. Oversee the fulfilment of all relevant statutory responsibilities through an effective, high-performing function capable of delivering Council and CCG priorities.
- Direct teams under their remit to actively seek, gather and collate evidence of best practice and timely feedback from residents and service providers to drive continuous improvement within the service and exceed performance and quality targets where possible in order to deliver safe, high quality services for Ealing residents of all ages.
- Play a lead role in working with the Council, the CCG clinical leads and service providers to formulate and implement strategic policy and planning.
- Ensure that commissioning is undertaken in line with equality, diversity and anti-discriminatory practice.

### **Stakeholder Engagement**

- Coordinate with the Director of Adults' Services, the Director of Children's Services and the CCG Managing Director on all issues relating to services commissioned jointly within the Borough. Provide information and guidance to Members and Clinicians, regarding portfolio lead areas as required.
- Coordinate with other local authorities and commissioners of health services in London and nationwide to maximise the opportunities for achieving economies of scale and joint approaches to commissioning.
- Collaborate with the Director of Public Health and other key stakeholders to support the development of the joint needs strategic assessment (JNSA) and other mechanisms for promoting health and wellbeing of the Ealing population.
- Reinforce a continuous service improvement culture ensuring that the Commissioning function is highly customer-orientated and places high regard on the direct views of service users, carers and residents.
- Lead on the strategic commissioning of social care and health services from the independent sector including voluntary and community groups. This includes working with the Corporate Team who manage the grant application and evaluation processes, overseeing the health and social care grant including setting strategic priorities, and ensuring effective ongoing monitoring and evaluation of grants.
- Lead on co-ordination of key partnership boards and provider forums, to ensure good stakeholder and market engagement in strategic review, commissioning and service re-design, performance and value for money judgements.

### **Transformation, innovation and change**

- Develop local strategies to respond to national and local priorities.
- Provide oversight of major improvement projects, ensuring officers within the service deliver projects to time and budget and that robust, effective governance and reporting are in place.

**Resource management**

- Develop and foster commissioning partnership arrangements across both Children's and Adults' commissioning including the Better Care Fund and programmes associated with it, managing this within Ealing CCG and Ealing Council governance and financial procedures and protocols.
- Ensure resources across the Integrated Commissioning function are used in a flexible manner to cope with variations in demand and safeguard the provision of front line services to residents.
- Proactively identify opportunities for bidding for additional funding to enhance delivery of services and projects in the borough.
- Direct the utilisation of commissioning budgets to ensure that they are used to maximum advantage and that costs are negotiated and contained as far as possible.

**Operational delivery and performance**

- Oversee service progress against key national and local performance targets, reporting issues and risks to the CCG and Council executive teams where appropriate. Instigate remedial action in areas of under-performance e.g. through performance improvement requirements from commissioned services and/or service re-design and re-investment strategies
- Ensure that commissioning is undertaken in line with legislative requirements, seeking legal, finance and procurement advice wherever appropriate.

**Financial planning/management**

- Understand and secure external funding from regional and national sources. Pro-actively identify opportunities to bid for additional funding to enhance delivery of services and projects in the Borough.
- Ensure effective financial value is achieved in the delivery and transformation of commissioning services, considering national and local policy frameworks and the obligations to the Council's Financial Strategy and the NHS.

**KEY PERFORMANCE INDICATORS:**

- National Indicators for Children's and Adults Social Care; in particular, those focused on service delivery targets for specific client groups.
- National Targets for NHS, in particular those focussed on client group based services e.g. dementia and those at the interface with social care
- Common national indicators for Health and Social Care, such as reducing emergency admissions and delayed transfers of care, Transforming Care for People with Learning Disabilities/Autism and Challenging Behaviour, and the SEND requirements for young people up to 25.
- Local indicators, in particular those embedded in contractual arrangements and service re-design initiatives, as well as Local Authority and NHS corporate requirements
- Service user and resident satisfaction
- Service user complaints handling
- Employee surveys results

- CAA score (including Use of Resources Score)
- Effective budget management within cash limits

## **KEY RELATIONSHIPS (INTERNAL AND EXTERNAL):**

### **London Borough of Ealing**

- Corporate Board and the Chief Executive and colleagues in other corporate departments
- Children, Adults and Public Health Senior Leadership Team and colleagues
- Leader of the Council, Portfolio Holder for Health and Adults, Portfolio Holder for Children and Families, Cabinet and Elected Members of Ealing Council

### **Ealing CCG**

- Managing Director and other members of Senior Leadership Team
- GPs and other clinical leads in CCG Executive

### **NHS Trusts**

- Directors and Senior Managers

### **NHS England – London Office**

- Lead Officers

### **Other**

- External organisations and funding bodies such as London Councils, NWLCCGs, other local authorities, the Big Lottery, Central Government and the GLA
- West London Alliance Strategic Partnership and Contract Management Boards
- Health and Adults Services Scrutiny Panel
- Children and Families Scrutiny Panel
- Health and Wellbeing Board and Partnership Boards
- Providers of health and social care services
- Voluntary sector and community groups
- Trades Unions (esp. UNISON and GMB)

## **AUTHORITY LEVEL (PEOPLE, POLICY, FINANCIAL):**

- Direct line management responsibility for 9 senior staff covering strategic commissioning for Children and Adults social care and health including: older people, mental health, learning disability, independent living, substance misuse, children's social care and children's health, recruitment, training and supervision
- Responsibility for shaping policy and delivery of local commissioning strategy and market development in response to legislation and national policy direction, emerging needs, performance and value for money issues
- Responsibility for initiating and implementing procurements for a range of contracted services, ensuring effective monitoring and evaluation of contracted services, in accordance with Council and CCG governance requirements.
- Indirect responsibility for contracted services for domiciliary care, care home and transport provision
- Responsibility for management of or working with consultants as required.

## PERSON SPECIFICATION

**Key criteria – applicants need only address points with \* please give examples.**

### ESSENTIAL KNOWLEDGE, SKILLS & ABILITIES

1. \* An in-depth practical knowledge of legislation and national policy relating to health and welfare of both adults and children and young people.
2. \* Expert knowledge of all aspects of the commissioning process (needs and gap analysis, procurement, contract management and review), including detailed knowledge of the EU and UK procurement rules, policy and legislation.
3. \* Detailed knowledge and experience of structures, purpose and national policy relating to the NHS and local government and proven ability to function effectively within these structures.
4. Proven ability to manage multiple projects and staff across different departments, including motivating and mentoring individuals and teams, setting objectives and reviewing and monitoring the performance of multiple teams.
5. Ability to exercise prudent judgement within constrained timescales and resources in the light of competing pressures.
6. Proven ability to manage comparable funding streams.
7. \* Exceptional communication and presentation skills with the ability to communicate successfully at all levels to a variety of audiences.
8. \* A thorough understanding of demographic profiling, health inequalities and health and social care issues in a diverse community and a commitment to adhere to and promote equalities legislation and local policy.

### ESSENTIAL QUALIFICATION(S), EXPERIENCE & REGISTRATION (e.g. HCPC)

1. \* Degree in a relevant area
2. \* Experience at a senior management level within a complex health and/or social care service.
3. \* Evidence of successful implementation of service delivery partnerships within a joint commissioning services context or similar environment, understanding of current best practice in delivering value for money.
4. Demonstrated experience of designing and implementing innovative services via commissioning, procurement, partnership and inter-agency working.
5. \* Demonstrated experience of managing large budgets and other resources including evaluating competing budget priorities to achieve deliverables within the limits agreed
6. Proven experience and ability to assess risk whilst effectively developing services and strategic priorities inclusive of formulating and implementing control measures in service provision and negotiating complex contract changes with suppliers
7. \* Demonstrated experience of delivering evidence based and measurable outcomes for service users and carers through the commissioning of services and integrated working.

8. A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation.

## **CONTEXT OF THE ROLE:**

This role profile is non-contractual and provided for guidance. It will be updated and amended from time to time in accordance with the changing needs of the council and the requirements of the job.

The role holder will:

- Lead and deliver strategic priorities of the Council and CCG, consistent with the principles of delivering the best results for residents. Deliver a high quality service by making the best use of collective resources and continuously improving the performance and efficiency of services. Intervene in problems early and propose sustainable local solutions, prioritising work that impacts service delivery to improve life for residents. Protect those at risk in Ealing and encourage local business growth.
- Deliver goals, objectives and targets within the Future Ealing programme and the Council's Corporate Plan and the NWL Strategy and Transformation Programme.
- Create and maintain an organisational culture that is in line with the organisational values and behaviours.
- Provide direction, leadership and embed good people management skills in staff across the service, including team communication, recruitment, induction, production of personal objectives and monitoring of staff performance data. Deliver performance appraisals and management of poor performance through learning and development.
- Carry out all responsibilities in line with health and safety at work, employee code of conduct, data protection, equalities and diversity and customer service policies of the Council and the CCG. These are defined in Council commitments, agreed Service Plans, and in accordance with all Council standards and procedures.
- Ensure all processes comply with the Council and CCG governance mechanisms including, but not limited to, audit, procurement, risk management and financial regulations.
- Ensure that contractors and other partners/suppliers operate in accordance with legal, financial and statutory requirements and comply with Health & Safety legislation.
- Deliver services in line with budgetary targets, ensuring the efficient and timely completion of the budget accounts process.
- Ensure that all customer queries, Member and MP enquiries, and Ombudsman complaints are dealt with in a timely manner, dealing with more complex correspondence when required. Encourage staff to record and report complaints, so that policy, procedural and training issues can be identified and acted upon.
- Carry out other additional duties and responsibilities from time to time to a high standard.

**Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the possible requirement to obtain a Disclosure and Barring Service (DBS) check.**

## Values & Behaviours

Improved life for residents	Trustworthy	Collaborative	Innovative	Accountable
<ul style="list-style-type: none"> <li>Is passionate about making Ealing a better place</li> <li>Can see and appreciate things from a resident point of view</li> <li>Understands what people want and need</li> <li>Encourages change to tackle underlying causes or issues</li> </ul>	<ul style="list-style-type: none"> <li>Does what they say they'll do on time</li> <li>Is open and honest</li> <li>Treats all people fairly</li> </ul>	<ul style="list-style-type: none"> <li>Ambitious and confident in leading partnerships</li> <li>Offers to share knowledge and ideas</li> <li>Challenges constructively and respectfully listens to feedback</li> <li>Overcomes barriers to develop our outcomes for residents</li> </ul>	<ul style="list-style-type: none"> <li>Tries out ways to do things better, faster and for less cost</li> <li>Brings in ideas from outside to improve performance</li> <li>Takes calculated risks to improve outcomes</li> <li>Learns from mistakes and failures</li> </ul>	<ul style="list-style-type: none"> <li>Encourages all stakeholders to participate in decision making</li> <li>Makes things happen</li> <li>Acts on feedback to improve performance</li> <li>Works to high standards</li> </ul>

