

ROYAL BOROUGH OF GREENWICH
JOB DESCRIPTION

Job Title	Associate Director of Integrated Commissioning & System Development
Service/Section	Integrated Commissioning
Grade	PO10 / 8d
Directorate	Health and Adult Services (RBG). Children's Services (RBG) and NHS South East London (ICB)

Introduction

The Royal Borough of Greenwich Council and the South East London Integrated Care Board have come together to create an integrated approach to commissioning services within Greenwich, this postholder has a key role in implementing this new approach.

Equality and Diversity

RBG/ICB are committed to providing services and employment to a community with an increasing variety of backgrounds. To do this effectively it is essential that we promote equality, equity and pro-actively tackle discrimination and treat everyone with dignity and respect.

Disability Confident Employer

We are a Disability Confident Employer and support the guaranteed interview scheme and use of the Government's Access to Work Scheme.

We welcome applications from all sections of our community including from people with lived experience and/or knowledge of disability or social exclusion.

1. JOB PURPOSE

Manages 1-4 directly managed staff.

Manages up to 15 indirectly managed staff including consultancy/contracting staff.

To be responsible/accountable to Integrated Director of Commissioning.



The Postholder will be responsible/accountable for:

- I. Providing strategic leadership for the development and implementation of our commissioning approach for adults and or children in and across the Council and the NHS, enabling strong partnerships and high-quality services that support Greenwich residents to lead healthy, fulfilling and independent lives. This includes leading through partnership:
 - o co-production, continued design and implementation of our integrated strategic commissioning framework.
 - o appropriate governance structures which support an integrated, outcome focused approach to health and care.
 - o working collaboratively with the market and residents, overseeing staff from across the system to deliver transformational change through commissioning for outcomes.
 - o delivery of approaches to commission personalisation and whole person pathways.
- II. The post holder will oversee the implementation of effective management of RBG and NHS budgets used to commission the relevant health, care and joint services for adults and or children, along with the management of staff who could be employed by either the NHS or the Council. They will be accountable for all activities which the commissioning staff delivers within their respective portfolio.

2. Main Duties

1. To be the Associate Director of services for Adults and or Children, with the direct responsibility for the strategic leadership and management you will be aligned to some of the following example commissioning portfolios:
 - Aging Well, Home First, Early Help (Adults)
 - Disabilities and Mental Health (Adults)
 - Early Help and Social Care (Children) only – To also oversee and be accountable for the direct operational management of the Personalised Commissioning Team, ensuring statutory duties under the Children Act 1989 and Ofsted regulatory requirements are met with regard to Children in our Care, acting in children's best interests and to mitigate risk to the authority.

Policy, Service Development, Transformation and Re-design

2. To horizon scan and keep abreast of the latest legislation and leading best practice in commissioning.
3. To lead and facilitate the co-production and implementation of our integrated commissioning framework for services that incorporates appropriate governance

structures and supports an integrated approach to health and care which is responsive to changes in the NHS and Local Government commissioning landscape.

4. To lead on service improvement initiatives across adult/children's care and NHS services, which align with the agreed commissioning vision and principles that are strengths-based, personalised and "joined up" around the individual.
5. Provide regular, timely and well-formed advice to Council officers, elected members and ICB colleagues, relevant boards and committees on:
 - Policy directives,
 - National and corporate requirements,
 - Matters relating to healthcare, care and adult and or children's commissioning,
 - Alternative service provision methods and opportunities.

Financial and Physical Resources

6. To actively contribute to budget setting and budget "Sign off" and contribute to the financial strategies and plans/budgets that support the effective delivery of the ICB's and RBG's strategic priorities.
7. To constantly strive for value for money and greater efficiency and effectiveness in the use of ICB and RBG financial resources; and hold managers to account to provide outcomes-based services that are delivered or procured.
8. Ensure the stimulation, and enable the development of a thriving, stable market through overseeing the assessment and prioritisation of needs, resources, and forecasting demand.
9. To lead on ensuring that programme plans are delivered within allocated budgets and that effective budget management is in place throughout the portfolio.
10. To lead on the co-production of improved outcomes, achieve saving and maximise value for money by stimulating innovation and leading change projects across health and care services.
11. Prepare collated programme reports, briefings and presentations, ensuring they are developed to board-level standard.

Collaboration, Communities and Relationships

12. As a member of the senior leadership team, ensure timely and effective communication to various audiences, such as, elected members.
13. By effectively engaging a wide range of internal and external stakeholders, at commissioner and provider levels, lead on the achievement of SEL/ICB/RBG strategic priorities.

14. Through leading on collaborative working, develop a shared narrative (case for change) which meets strategic priorities and delivers the strategic commissioning and work programme needed to achieve required impact.
15. Agree the prioritisation of work and redesign of functions to deliver our approach to commissioning, creating an efficient and effective strengths-based system of health and social care by working in partnership across, RBG/ICB.
16. Through co-production with partners, staff and patients/service users across all commissioning functions, facilitate and enable innovation and continuous improvement that will improve the experience and outcomes for local residents

Insight and Planning

17. To oversee the synthesis of complex data from all programmes to identify common themes, risks and drivers within the system.
18. Co-produce a common framework for all workstreams within the programme to facilitate the exploration of root causes and contributory factors of health and care issues (e.g. service demand) across sectors.

Innovation, Quality and Performance Improvement

19. To lead on ensuring that programmes are underpinned by forward planning, monitoring of progress and risk management. With the Heads of Service and commissioning leads, identify and realise opportunities, assess risks and mitigate these risks throughout the portfolio within health and care to enable innovation.
20. Oversee the consistent delivery of outcomes through ensuring that regular performance management processes are in place and overseeing any action required if these outcomes are not being delivered.
21. To oversee the co-production and evaluation of indicators, with partners and staff to ensure that system development programmes deliver value for money and effectively contribute towards the vision, mission, and goals.
22. To lead on the co-production of a set of outcomes, qualitative and quantitative with programme leads and their teams that meet relevant governance standards.
23. To lead on ensuring that all proposed programme and project plans comply with the place-based boards governance standards and that the Council/ICB statutory duties are met regarding ensuring that vulnerable adults and children and young people are protected, and risk is minimised throughout services.
24. To oversee the integration of quality management and the development of quality characteristics throughout service provision.
25. By overseeing the management of externally commissioned services and collaborating with all relevant staff and partners, drive up service performance and

quality, securing value for money, improving outcomes and keeping users safe from abuse and neglect.

26. To lead on the collaboration service users, patients, and providers, to scrutinise, problem solve, reflect and evaluate services so that services continuously improve outcomes.
27. To ensure that development programmes deliver value for money and effectively contribute towards the System Development's vision, mission and goal

Setting Staff up for Success

28. To use systems leadership behaviour to implement values across a complex health and care system.
29. To drive change through providing inspired consistent and effective leadership.
30. Using the competency foundations tool kit, effectively manage and support all staff under their management to optimise their impact on delivery, and present value for money.
31. The post holder will be expected to participate in ongoing professional development using the competency foundations tool kit, to optimise their impact on delivery, and present value for money.
32. Establish an ethos of high performance and commitment within staff teams through promoting continuous personal and professional development and ensure managers embed this approach in staff supervision.
33. To undertake any other work appropriate to the level and general nature of the post's duties.

Responsibilities for Patient/Service User, Carer

34. To ensure the delivery and effective implementation of Section. 75 and Section 256 arrangements.
35. To deliver significant programmes that contribute to the strategic plan identified by the Chief Operating Officers, Integrated Directors and agreed by Healthier Greenwich Partnership that lead to improvements in outcomes for residents.
36. To act as a champion for patients/service users and their interests and involve the public and service users/patients in the policy development and decision-making.
37. This post requires an Enhanced DBS with adults or children's barred list (dependant on the role) and will be supported by Safer Recruitment tools.

Person Specification

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Service/Section	Integrated Commissioning
Directorate	Health and Adult Services (RBG) Children's Services (RBG) and NHS South East London (ICB)

Shortlisting Criteria: Essential criteria assessed via application form should be used to shortlist.

Criteria	Essential/ Desirable
Knowledge	
<ul style="list-style-type: none"> • Educated to masters level "or" equivalent knowledge / experience with additional in-depth professional knowledge in own discipline over a significant period or equivalent experience • Evidence of continued professional development • Extensive knowledge of the health and care system and the relationships with both local and national government priorities. • Extensive knowledge of health/care policy and practice along with experience of its implementation gained in a health or care setting. • Extensive knowledge of service design, behavioural science and transformation tools and strategies that drive improved outcomes for people. • Thorough knowledge of legislation relevant to the role, which may include the Children Act 1989, the Health and Care Act 2022, the Care Act 2014, the Children's and Families Act 2017, and the Mental Health Act 1983, Deprivation of Liberties, statutory regulations and government guidance, and standards relevant to planning, commissioning, procuring, safeguarding and quality 	<p>E</p> <p>D</p> <p>D</p> <p>E</p> <p>E</p> <p>E</p>

<p>assurance. This includes familiarity with regulations governing services for adults and/or children and young people.</p> <ul style="list-style-type: none"> • Excellent understanding of national priorities for services for adults or children, young people and families. 	D
Skills and Abilities	
<ul style="list-style-type: none"> • Ability to manage knowledge and lead on the assessment of need, identify gaps and forecast demand. • Excellent interpersonal, negotiation and influencing skills to effectively engage a wide range of internal and external stakeholders. • Ability to lead on explaining highly complex commissioning or policy matters in a clear, compelling, and collaborative way such as the writing of business cases to different audiences and stakeholders and across organisational boundaries. • Ability to adopt a systems leadership behaviour and implement these values across a complex health and care system. • Ability to oversee the development and decommissioning of contracts. • Ability to scrutinise and problem solve, reflecting and evaluating with individuals who we support to continuously adapt services and improve outcomes. • Ability to lead to oversee the stimulation of the creation of thriving markets, including micro-markets and working with partners maximise value for money across the social, environmental and economic bottom line. • Ability to lead and enable innovation and continuous improvement through evaluating outcomes through co-production across all commissioning functions. 	<p>D</p> <p>E</p> <p>E</p> <p>E</p> <p>D</p> <p>D</p> <p>D</p> <p>E</p>
Experience	
<ul style="list-style-type: none"> • Substantial experience of leading on the management of political sensitivities and supporting cultural change. • Substantial experience of Adults' and or Children's health and social care strategic commissioning. • Experience of overseeing the reviewing of current service and demand, flow and pathways and undertaking gap analysis. 	<p>D</p> <p>E</p> <p>D</p>

<ul style="list-style-type: none"> • Experience of leading highly complex transformational change programmes and associated projects, which includes business case development. • Substantial experience of spearheading/leading innovation and a continuous improvement approach with existing partners or services. • Substantial experience of overseeing the design and re-design of services/pathways, including implementation and evaluation of pilot projects. • Substantial experience leading and overseeing quality management and the development of quality characteristics which guide how services will be provided. • Substantial experience of working within the financial framework of health and social care statutory organisations, senior level experience of budget setting and budget/resource management including of joint commissioning or shared budgets. • Substantial experience of overseeing teams of professional and specialist staff and avoiding poor performance through a constructive relationship with providers and embedding a performance management culture. • Substantial experience of supporting the sustainability of the market regarding quality, finance and workforce. • Experience of leading on the recruitment and retention and career development of RBG /ICB and provider workforces. 	<p>D</p> <p>E</p> <p>D</p> <p>E</p> <p>D</p> <p>E</p> <p>D</p> <p>E</p>
<p>Equal Opportunities</p>	
<ul style="list-style-type: none"> • Understanding of and commitment to the Council's equal opportunities policies and ability to put them into practice in the context of this post. • Understanding of and commitment to achieving the Council and ICB staff values and ability to put them into practice in the context of this post. • Understanding of and commitment to tackling structural racism. 	<p>E</p> <p>E</p> <p>E</p>