

Job Description and Specification

Job Title:	Director of Strategic Commissioning and Integration
Reference:	CEDR2008
Service:	Adults
Grade:	D
Reports to:	Executive Director Adult Health and Integration Delamere House, Crewe with travel to Macclesfield Town Hall and other locations within Cheshire East.
Location:	
DBS Check:	Basic DBS

Your job

To provide strategic and operational leadership to drive forward integrated commissioning and transformation plans for adults across Cheshire East delivering the best possible outcomes within the total resources available to the Council. The Cheshire East Transformation Plan sets out our ambition of how we will radically change over the next four years, spending £100m less and becoming a cost-effective council.

The Director of Strategic Commissioning and Integration will have a key responsibility for delivering the Transformation Plan for Adult Social Care which will ensure that people can benefit from a wider range of modern, flexible services.

To drive, lead and manage major and complex change at pace to increase efficiency and improved outcomes for Cheshire East, ensuring involvement and engagement with key stakeholders.

To provide leadership of the Adult Social Care Transformation Programme which articulates a clear and compelling vision of change using evidence-based business cases including sound financial analysis and resource implications. To lead effective strategic commissioning across the whole cycle, including needs and strengths-based analysis, evidence-based and outcomes-focused planning, relationship development, market shaping and development, quality assurance and improvement, brokerage, and accountability.

To deputise for the Executive Director of Adults, Health and Integration when required at both local and national levels.

To provide leadership, management, and professional advice on all aspects of commissioning for adult social care.

To develop and implement Integrated Commissioning Strategies for adults' social care ensuring that opportunities for efficiencies and performance improvement are fully realised to provide high quality, cost effective commissioned services. Develop health and care partnership working across all services and ensure that appropriate governance arrangements are put in place and supported.

To ensure robust financial strategy and management in relation to commissioning arrangements, ensuring demonstrable impact of efficiency and value for money of commissioned services, and contributing to the maintenance of a sustainable corporate financial strategy

To work with providers, partners and other key stakeholders to facilitate a systematic, strategic approach to quality, safety (including safeguarding) and resident experience with effective measures, monitoring and development for all commissioned arrangements.

To promote and ensure the effective and efficient delivery of brokerage activities to identify effective care and support arrangements for adults, working with operational services, providers, and service users.

Leading, role modelling and embedding new relationships with providers and the wider market based on collaboration and collective development to ensure high-quality services.

To ensure that that Commissioning function promotes collaboration and co-production which drives a person-centred approach to commissioning, proactively seeking and using feedback and views from service users, families, and communities, as well as supporting this approach with the wider system and partners.

In this job you will

1. Positively promote the welfare of vulnerable adults and ensure that it is recognised that Safeguarding is everyone's responsibility; and to engage in appropriate training and development opportunities which enhance an individual's knowledge and skill in responding to vulnerable adults who may need safeguarding.
2. Lead on strategic planning, policy analysis and performance.
3. Lead on commissioning of all services in adult social care including public health and ensure the effective contract management, quality assurance and delivery of high-quality services to the people of Cheshire East.
4. Ensure effective communication through high quality reports, informal briefings, and presentations to elected members, local members of parliament and organisations from the public, private and voluntary sectors.
5. To lead responsibility for identifying and managing all risks associated with the job role through effective application of internal controls and risk assessments to support the achievement of Cheshire's Corporate and Service objectives.
6. Lead and advise on performance planning, management systems and processes ensuring coherent links between business performance planning, financial planning, and workforce planning.
7. Strengthen and further develop effective relationships with and between agencies who also provide services to the residents we serve, including public, private, third party, independent, voluntary and community sectors, in order to focus resources jointly on improving outcomes for adults and ensuring transparent communication systems which promote participation and involvement in service redesign
8. Shape Cheshire's better outcomes framework, and where appropriate devise governance arrangements, for major inter-agency partnerships for community services (e.g. the Adults Strategic Partnership, Section 75s agreements, Crime and Disorder Partnerships, Sustainable Communities Strategy and Health and Wellbeing Strategy)
9. Ensure efficient and effective strategic commissioning and service development for the delivery of quality services for individuals within the designated area of service, making innovations and improvements and keeping ahead of a changing agenda.
10. Establish and develop strong formal partnerships with other key organisations and partners, particularly in the NHS, and implement joint commissioning formally across the council and the ICB.
11. Retain oversight of the full programme of service improvement and in conjunction with partners develop and deliver assured, robust, integrated care services for the future.
12. Be a visible leader for practising the management culture of Cheshire East encouraging new ideas and praising success.
13. Contribute to the achievement of Corporate, Departmental and Divisional policies.
14. Provide effective leadership, management, and direction to staff within the strategy, commissioning, contracting and policy functions to ensure that all aspects of service delivery are provided to the highest possible standard.

15. Take direct line management responsibility for the designated service budget ensuring the achievement of the annual budget targets, including savings and income generation as appropriate.
16. Ensure the discharge of duties and responsibilities within statutory and departmental guidelines.
17. Lead the work of the service in supporting the Council's corporate vision, strategies and objectives and represent the service on corporately driven work streams and initiatives.
18. To undertake any other duties and responsibilities commensurate with the grade.
19. Responsible for all the communities' services relating to engagement, voluntary and community and faith sectors.
20. To drive and instil a culture of continuous improvement so that professional practice is personalised, standardised, and centred on improving wellbeing outcomes.
21. Responsible for working with members to sustain and develop community cohesion and resilience.
22. Develop a range of customer-focused services that are responsive and flexible regarding customers' needs delivering real outcomes for people that drives – early help, prevention, unplanned care and planned longer term care.
23. Identify clear objectives for the whole service, overseeing development and performance management of action plans and ensuring identification and response to major risks.
24. Provide full and detailed information to individual Elected Members and Cabinet to assist them in decision making with relation to activities covered by the Service.
25. Review and challenge a range of management information to ensure best practice, value for money and most effective delivery models within the Service.
26. Contribute to the Council's budget process, advising the Strategic Director and Elected Members on service priorities and implications of budgetary options.
27. Agree and prioritise the Service budget, ensuring spending is kept within agreed limits.
28. Experience and consistent achievement at a senior management level in an organisation of comparable scope and complexity pursuing a transformational agenda involving cultural, technological, and service design transformation.

Responsibilities of Management Level

As a responsible manager within the Authority:

- To ensure that services are delivered efficiently, effectively and within budget.
- To provide strong, creative, and resourceful team management.
- To ensure consistently high levels of customer satisfaction, including designing and putting in place an effective framework to capture, measure and report on this on a regular basis and in ensuring that contracting and procurement practice reflects and drives the development of self-directed support and enhances choice, flexibility and personalisation.
- Providing leadership within the organisation and across the wider partnership, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of Cheshire and of the workforce and challenges discriminatory practices.
- Leading on the principles of good co-production and that the voice of people in Cheshire, communities and other key stakeholders influence the strategic design, performance management and review of our commissioned offer supporting adults.
- To create, foster and maintain a safe and healthy working environment, which encourages commerciality, creative thinking, innovative practice, and acceptable well managed risk taking by all staff and which seeks actively to provide added 'public value' from limited resources.
- Leading that the strategic approach to the integrated commissioning of services delivering sustained improvements in performance as demonstrated by measurable outcomes based on where possible, reduced levels of dependency, increased levels of choice and control by service users in line with their needs, whilst evidencing value for money.

- To manage all aspects of the team and individual staff performances including use of resources against agreed shared and personal targets.
- To work closely with elected Members.
- To take responsibility for and be directly accountable for the performance and use of resources, of a range of defined related functions and activities, as the main (but not exclusive) area of focus of the role.
- To contribute actively to the effective functioning of a network with peers, for mutual development and support, to derive shared solutions to service delivery.
- To articulate and champion the Council's operating model and principles, driving efficiency and continuous improvement.
- Develop and maintain a high-performance culture through performance management and evaluation of activity.
- Leading the effective relationships with the Care Quality Commission to promote the sustained delivery of high-quality service provision in Cheshire. To be the lead for any peer reviews/ audit or inspection processes within the designated portfolio of services.

From time to time, you may be asked to undertake work as may be determined by the Chief Executive and/or an Executive Director. This will be up to or at a level that is consistent with your job role. This supports our joint commitment in our employee deal to work together as one team and one council to deliver the best service for our customers and communities.

In this job you will need

You must be able to demonstrate the following essential requirements:

Qualifications:

- Educated to MBA/degree level or equivalent.
- Relevant professional qualification/s.
- Managerial experience at a strategic level demonstrating an ability to operate independently in a complex environment.
- Structured management training programme.

Experience:

- Experience of working at a senior level in a complex environment, managing multiple transformation projects with a range of stakeholders.
- Experience of leading and delivering large scale transformational change and the ability to convey a compelling and engaging vision of change.
- Experience of translating strategy into delivery through plans, programmes, people, and culture.
- Experience of implementing or working with innovative commissioning frameworks and approaches.
- Proven track record of strategically aligning financial resources with people resources, ICT and other assets to achieve desired strategic outcomes.
- Evidence of success in strategic management and in achieving excellence in the commissioning of health and care services to deliver outcomes, quality, and value for people.
- Extensive experience of leading preventative health and social care change, within corporate policy and strategic working environments, in the delivery of coherent and creative visionary plans.
- Extensive experience in developing and shaping housing support, social care and health marketplaces, in the delivery of council/ health and community outcomes.
- Substantial experience, knowledge, understanding and competency of budgetary management and control within a local authority or similar organisation, with the ability to interpret, understand, forecast, and manage financial information/performance.
- Experience of social care and / or health strategic working environments, leading transformational change plans in response to the requirements of national policy, such as Care Act 2014, Health and Social Care Act 2012, Mental Capacity Act, NHS Continuing Healthcare Framework, DOH Transforming Care Agenda's and Public Protection Policy.
- Experience in leading preventative change across social care and / or health provider market places, in the delivery of market shaping and preventative change.
- Experience in business development and sustainable change resulting in financial efficiencies resulting in improved outcomes for Council and People.
- Experience of building and delivering financial business cases.
- Experience of in the design and implementation of Quality Assurance Frameworks that deliver both people and commissioning outcomes that better support Council visions and the vision for social care and health.
- Experience of EU Procurement Policy, Planning and UK Contracts Regulations, including working to deliver creative innovative business solutions

Job related Knowledge:

- Working knowledge and understanding of programme and project management methodologies.
- Extensive knowledge and understanding of health and social care needs of vulnerable adults including relevant legislation and statutory frameworks.

- Detailed understanding of both the social care and health sectors.
- Proven track record in managing and delivery in a complex multi-agency, multi professional setting and making sound professional judgments and decisions.
- Knowledge and experience of capital planning, integrated planning, commissioning, and performance processes.
- Demonstrable success in the generation and management of innovation and transformation and an ability to apply innovative thinking and judgement to initiate and support change.
- Ability to take decisive action, meet targets and achieve desired outcomes.
- Knowledge of E market systems to improve and enhance, contracting and procurement practice developing markets.

Skills and Aptitudes:

- Ability to deliver major and complex change at pace, through obstacles within a health and public sector environments.
- Proven ability to operate at a strategic level within local government and provider marketplace (internal and external) to Council.
- Able to deal effectively with issues of major public, political and media interest.
- Able to lead, motivate and manage teams to deliver significant and sustainable improvements and outcomes.
- A dynamic and innovative leadership style, with developed analytical and constructive thinking skills
- Excellent written and verbal communication and presentation skills.
- Able to manage effectively within a political environment.
- High level influencing and networking skills
- Able to build effective working relationships across organisations and negotiate effective solutions to complex problems and issues.
- Able to work within demanding and complex provider marketplace.
- Able to lead market shaping and facilitation events, leading transformational change.
- Proven ability to operate effectively within broad functional policies and objectives, and against shifting priorities.
- Evidence of success in strategic management and in achieving excellence in the commissioning of health and care services to deliver outcomes, quality, and value for people.

Our culture

For us, it is not just about our achievements as an organisation, but about how we do it. At Cheshire East Council we are working for a brighter future together –

- **We have a shared purpose**
- **We are supported and well led**
- **We are treated fairly and highly valued**
- **We succeed together**

This is all underpinned in our employee deal and everyone is expected to uphold their commitments by living by our values and demonstrating our behaviours.

Our values

Flexibility: adaptable, open to learning and resilient

Innovation: creative, challenges convention and always looks to improve

Responsibility: delivers on promises, efficient and has integrity

Service: listens, delivers quality, is reliable and enables others

Teamwork: respectful, inclusive and contributes at all levels

Employee deal

Our COMMITMENT

Shared purpose

- Provide a safe and positive working environment
- Setting clear performance objectives with realistic timescales for delivery
- Having fair and efficient policies and procedures in place and applying them consistently
- Listen, respond and act appropriately when you tell us about something that is inappropriate or wrong

Well led

- Provide honest, respectful, and responsible leadership
- Be fair, consistent and timely in our decision making
- Work with you, enabling you to do your best work every day with the right resources, tools and technology

Valued people

- Have regular, useful team meetings, keep you informed and provide an opportunity for everyone to share their views
- Treat you as individuals, be respectful, flexible and supportive
- Care for your health and well-being
- Provide you with regular, meaningful and constructive feedback on your performance through one-to-ones and performance review meetings

Succeeding together

- Offer you opportunities for learning and developing
- Recognise and value your hard work and contribution
- Work together as one team and one council to deliver the best service for our customers and communities

Your COMMITMENT

Shared purpose

- Bring a positive and can-do attitude into work
- Be proactive and always responsive to our customers and communities
- Work responsibly and ask for help if you need it
- Tell us if you see or experience anything that is inappropriate or wrong

Well led

- Be honest and reliable
- Get involved, keep informed, make suggestions and share your ideas
- Embrace technology and new ways of working

Valued people

- Participate fully and make helpful contributions to team meetings
- Be respectful of others and work flexibly and collaboratively with colleagues and partners
- Care for your health and well-being enabling you to maximise your attendance at work
- Value helpful constructive feedback and act upon it

Succeeding together

- Take the opportunity to learn and develop
- Be supportive and appreciate others
- Work together as one team and one council to deliver the best service for our customers and communities

Working for a brighter future together

