

Role profile: Service Director, All Age Commissioning and Resources

Reports to: Corporate Director, Community Wellbeing

Role purpose:

Ensure the development and delivery of an effective all ages commissioning strategy for Herefordshire that meets the needs of the community, promotes independence, meet all governance standards and ensures safeguarding.

Form effective partnerships with local and national stakeholders so that services are seamless, funding opportunities for Herefordshire are maximised and our children, families and communities thrive.

Accountabilities specific to this role

1. Establish the council as a leading commissioner across the local health, care and community sectors, using the commissioning cycle as the framework for activity.
2. Ensure the development of strategic and collaborative commissioning approaches that support the delivery of key strategic priorities.
3. Champion and ensure the use of effective integrated and preventative commissioning approaches that result in measurable reductions in the number of children and families needing statutory social care or public health services, or intensive higher-cost or long-term services and residential support
4. Implement and maintain effective contract monitoring, brokerage and quality review processes, which include engaging with service users, carers and families in the development and monitoring of services.
5. Develop and grow the adult social care, public health and housing provision market, including workforce commissioning within Herefordshire, covering both the independent sector and the community and voluntary sectors
6. Support the Director of Children's Services in developing and sustaining the approach to commissioning so that Herefordshire Council builds its reputation for excellence, maximises opportunities and secures better outcomes for children and families.
7. Lead the delivery of the adult social care resource functions, across financial assessment, direct payments and appointee and deputyship, to ensure they are person centred and effective, meeting the requirements and expectations set out in legislation and statutory guidance.
8. Establish clear all- age pathways for disability, mental health, accommodation and residential and nursing care.
9. Ensure that service specifications are developed for all commissioned services, ensuring these are procured in an efficient manner that deliver value for money and desired outcomes
10. Act as the main commissioning interface with the Integrated Care Board, the Health and Wellbeing Board and with other public services, ensuring that a joint commissioning programme is developed and delivered that meets financial, quality and performance standards
11. Foster, develop and maintain strong, beneficial and impactful relationships with partners, regulators, and local communities to co-produce, commission or provide services that are focused on meeting the needs of children, families, service users, carers and our community.
12. Ensure compliance with all internal governance frameworks and statutory social care requirements, including the Care Act, the Mental Health Act, the Mental Capacity Act, and the Children Act.
13. Develop and lead a council wide, innovative approach to procurement which secures best value for Herefordshire's residents and business, is commercially focused and adheres to good governance at all times.
14. Provide exceptional leadership to staff, role modelling the THRIVE values and creating an environment where staff can thrive.

As part of the council's emergency planning arrangements the role holder is a member of the emergency planning SILVER on call rota

ACCOUNTABILITIES 1. Develop and implement locality-based strategies for a broad portfolio of diverse service areas within Herefordshire and align all activity to the council's strategy and business model. 2. Design and deliver value for money integrated public services and ensure attention to improving efficiency and robust cost management. 3. Assume accountability for directly managing integrated service delivery, managing conflicting priorities and driving the achievement of continuously improved locality-based customer outcomes. 4. Develop services managed with appropriate partners, spotting and taking advantage of external changes so resource utilisation is maximised in the long term. 5. Act as a figurehead for the service areas managed, liaising with Members, non-executive directors and senior individuals in external agencies, regionally and nationally, to influence agendas and increase inward investment 6. Drive appropriate organisational improvement and transformation and lead cultural and policy change in line with the council's vision and values. 7. Take responsibility for managing risks and resolving issues that may have a significant impact on the council, for example, financial or political. 8. Establish appropriate performance standards and determine priorities for resource allocation to meet clearly defined customer expectations. 9. Ensure the provision of expert technical advice by service areas to senior leaders and partner organisations. 10. Make recommendations for service improvement by creating an environment where new ideas can flourish and be implemented. 11. Provide exemplary leadership to the council to ensure behaviours meet organisational values and create a working environment where employees can deliver their best and holding others accountable for their decisions. 12. Proactively manage performance by recognising success and taking timely remedial action; keeping the council informed of progress against targets. 13. Understand and meet all required legislation and governance to deliver the required service standards.	<table> <tr> <td colspan="2" data-bbox="1448 231 2798 1066"> Skills, knowledge and experience • Good track record of delivering outcomes through directly managing staff, budgets and service areas. • Proven experience of leading in a commissioning role to successfully ensure the delivery of outcomes. • Demonstrable expertise and significant record of achievement across sizeable service areas. • Significant experience of medium term service planning and implementation. • Strong organisational/'political' awareness and record of successfully delivering and influencing organisational change. • Good understanding of broader sector and emerging trends. • Ability to develop long-term relationships, create networks external to the council, including at a regional level. • A track record of achieving value-for-money through a commercial approach. • An excellent professional, technical and developmental service delivery focused record, including relevant specialist knowledge over more than one discipline/function applied over a significant period, acquired through qualification to Qualifications & Curriculum Framework Level 7 for specialist knowledge and managerial knowledge or equivalent experience for both. </td></tr> <tr> <td data-bbox="1448 1066 2240 1312"> Employees and culture • Employee engagement • Working climate • New ideas implemented • Behaviour </td><td data-bbox="2240 1066 2798 1312"> Relationships • Policy influence to all stakeholders • Senior management feedback • Partner feedback </td></tr> <tr> <td data-bbox="1448 1312 2240 1507"> Customer Service • Peer feedback • Customer satisfaction/ service quality • Quality of life in County </td><td data-bbox="2240 1312 2798 1507"> PERFORMANCE MEASURES Value for Money • Cost reduction • Service improvement </td></tr> </table>	Skills, knowledge and experience • Good track record of delivering outcomes through directly managing staff, budgets and service areas. • Proven experience of leading in a commissioning role to successfully ensure the delivery of outcomes. • Demonstrable expertise and significant record of achievement across sizeable service areas. • Significant experience of medium term service planning and implementation. • Strong organisational/'political' awareness and record of successfully delivering and influencing organisational change. • Good understanding of broader sector and emerging trends. • Ability to develop long-term relationships, create networks external to the council, including at a regional level. • A track record of achieving value-for-money through a commercial approach. • An excellent professional, technical and developmental service delivery focused record, including relevant specialist knowledge over more than one discipline/function applied over a significant period, acquired through qualification to Qualifications & Curriculum Framework Level 7 for specialist knowledge and managerial knowledge or equivalent experience for both.		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LEADERSHIP BEHAVIOURS Trust Developing and maintaining relationships based on a culture of transparency and open communication. Supported by integrity and the confidence that you are reliable and fulfil commitments. Honesty Demonstrating truthfulness, integrity, and transparency in all communications, decisions, and relationships. Being trustworthy, reliable, and accountable for your actions. Acting with sincerity and fairness, even in challenging situations. Responsibility Taking ownership of individual and collective actions, decisions, and delivering on commitments. Being reliable, fulfilling obligations and being accountable for outcomes and results. Proactively contributing to the achievement of your own, the team and council goals. Inclusivity Working in partnership and with all our diverse communities. Embracing diversity, equity and inclusion by recognising and valuing the unique perspectives, backgrounds and experiences of our staff, customers and							

residents. Creating an environment where every individual is valued, respected and can belong.

Value

Upholding high standards, ethics and integrity to guide our actions and decisions. Demonstrating commitment to creating and delivering value in our work by recognising and appreciating each other, our resources, processes, customers, community and environment.

Empathy

Demonstrating a genuine and caring understanding of others' feelings, perspectives, and experiences. Listening attentively, acting with compassion, supporting with respect and kindness and considering the impact of our actions on others.