

Service Director: Strategy and Commissioning

Reports to: Executive Director for Adults, Health and Commissioning

Grade: L4

Location: New Shire Hall, Alconbury Weald

Job Purpose

To provide the strategic leadership and management for the development and implementation of strategic commissioning, market shaping and the development of social care services for children, young people, adults and their carers and for public health services which enables strong partnerships, high-quality services and value for money to support healthy, fulfilling and independent lives.

To contribute to the strategic business planning of the Council, particularly within the Adults, Health and Commissioning and Children, Education and Families Directorates, working alongside the Executive Directors, Director of Public Health, Directorate Leadership Teams and internal partners to develop and promote a strategic vision for a comprehensive range of Social Care and Public Health services, focusing on the independence and well-being of people and reduction of health inequalities.

The Service Director will work collaboratively with internal and external partners on the development of key strategies and programmes to improve the health and well-being of children, young people, adults, families and carers across Cambridgeshire.

The role will be responsible for ensuring that any programmes that the Council is delivering on behalf of partners or where the Council is acting as the accountable body are discharged effectively with positive outcomes for all residents.

Develop and ensure delivery of commissioning strategies which achieve the council's ambitions and improves the health and well-being outcomes for Cambridgeshire residents.

Ensure the development of a local, sustainable and vibrant markets for commissioned services, with clear strategies for developing an open and transparent relationship in shaping it; along with clear plans for a strong and skilled workforce, greater community wealth building and social value within Cambridgeshire, which meets the needs of our communities.

Lead the development of strategic approaches to commissioning that addresses the principles of personalisation and strength-based practice, and safeguarding while promoting independence, control, and dignity on whole life pathways.

Provide professional and strategic advice to Elected Members, the Corporate Leadership Team and Council Services on matters relating to delivery and service development.

Develop and maintain trusted, positive and constructive relationships with elected members, including relevant Committee Chairs and Vice-Chairs, to ensure strategic ambitions are effectively understood and implemented.

The Service Director has lead accountability for achieving good quality, cost-effective services that are outcomes focused, evidence-based, that promote independence, and over which people have influence, choice and control.

Responsible for developing and ensuring delivery of commissioning strategies which meet the council's ambitions and improve the health and wellbeing outcomes for Cambridgeshire residents.

Taking a leadership role and working in close partnership across the wider social care and health system, this post incorporates responsibilities relating to quality and commissioning of social care services for children, young people, adults and their carers. To provide the strategic leadership and management for the development and implementation of the commissioning of care and support, for the people of Cambridgeshire, which enables strong partnerships and high-quality services that lead to healthy, fulfilling and independent lives.

Acting as a professional lead on all matters within their portfolio of responsibility, the post is responsible for a range of Council services that includes, but is not limited to:

- Commissioned:
 - Residential provision for Children and Adults
 - Domiciliary Care
 - Day Services
 - Early Intervention and Prevention
 - Hospital Discharge Services
 - Voluntary and Community Services

- Market Oversight
- Market Shaping
- Procurement and Contract Management of Children and Adult's Services
- Brokerage of Care and Support Services

Leadership and Collaboration

Provide clear, compelling and inspiring leadership to the Council, aligned with the Council's Values, contributing to the delivery of the Council's Vision and Ambitions, communicating a clear purpose to positively engage others, internally and externally

Effectively contribute to the development and delivery of the Council's Strategic Framework, Medium Term Financial Strategy, Change Strategy and People Strategy.

Actively understand the challenges faced by colleagues across the organisation to be able to support all Extended Leadership Team (ELT) colleagues to deliver their objectives as well as those of the whole council.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Role model and take responsibility for ensuring an effective approach to corporate parenting and safeguarding of vulnerable people is embedded in areas of responsibility.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

Actively develop and maintain strong and strategic relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

Ensure that the Council can specifically influence, work with and achieve collaborative benefits and investments, in partnership with the NHS Cambridgeshire and Peterborough Integrated Care Board (ICB), Cambridgeshire and Peterborough Combined Authority (CPCA), Voluntary and Community services, together with District and City Councils.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

To deputise for the Executive Director as required.

Governance

Fully understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate as well as that effective strategy, policy and resource considerations are at the heart of decision making so that services are delivered as efficiently and effectively as possible.

Support the democratic process, providing advice to elected members on the appropriate response to local, regional, national and international matters as well as the internal business of the Council.

Champion and lead risk effective management of risk and the active response to audit findings in relation to service delivery and be jointly accountable with others in ELT for the corporate risk register and corporate risk framework of the Council.

Ensures the Council fulfils its duties in relation to standards, complaints and scrutiny, to maintains an open culture of transparency, accountability and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

Act to protect and improve the overall reputation of the Council, representing the Council at appropriate local, regional and national forums and in the media, as required.

To promote, preserve and protect the health, safety and wellbeing of councillors, employees, service users, contractors and partners in the provision of Council services, ensuring that the provisions of all relevant legislation are achieved, such as the Health and Safety at Work Act 1974.

Innovation

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability and continuous improvement.

Equality, Diversity and Inclusion

Promote an organisational culture that is positive, safe, respectful and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act at all times in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

Role Specific Accountabilities

The Service Director has lead accountability for strategic commissioning, market shaping and development, achieving good quality, cost-effective services that are outcomes focused, evidence-based and that promote independence, and over which people have influence, choice and control.

Provide high quality advice to the Executive Director for Adults, Health and Commissioning, the Chief Executive, Elected Members, the Health and Well-Being Board and any other external bodies on all matters related to the social care responsibility of the council.

To provide inspirational leadership to a diverse, multidisciplinary workforce, ensuring the provision of high quality, personalised social care and public health commissioned services that are responsive to the diverse needs of all community members and that enable people of all ages with social care needs to have access to personalised, flexible, integrated care and support that promotes independence, quality of life, dignity and choice whilst safeguarding individuals at risk of harm.

To collaborate closely with internal partners, in defining and understanding future models of commissioned care and support, shaped to meet specific needs.

Ensure the development of a local, vibrant market, with clear strategies for shaping it; along with a strong and skilled workforce that meets the needs of our local population in as sustainable way as possible.

Develop approaches to commissioning that address the principles of personalisation and strength-based practice, and safeguarding while promoting independence, control, and dignity on whole life pathways.

Provide professional and strategic advice to Members and the leadership teams on matters relating to delivery and service development.

Develop and maintain positive relationships with elected members, including relevant Committee Chairs and Vice-Chairs, to ensure strategic ambitions are effectively understood and implemented.

Contribute to the strategic business planning of the Council, particularly within the Adults, Health and Commissioning Directorate, working alongside the Executive Director, Leadership Team, and internal partners to develop and promote a strategic vision for a comprehensive range of Social Care services, focusing on the independence and well-being of people.

Provide high quality advice to the Executive Director of Adults, Health and Commissioning, the Chief Executive, elected Members, Committee Chair and Vice Chair, the Health and Well-Being Board and any other external bodies on all matters related to the social care responsibility of the council.

To provide inspirational leadership to a diverse, multidisciplinary workforce, ensuring the provision of high quality, personalised adult social care operational and locally commissioned services that are responsive to the diverse needs of all community members and that enable adults with social care needs to have access to personalised, flexible, integrated care and support that maximises self-directed models, promotes independence, quality of life, dignity and choice whilst safeguarding individuals at risk of harm.

Support the Executive Director in building and maintaining effective partnerships with and between local statutory and voluntary organisations as well as the independent and private sector seeking to embed joint approaches to meeting the needs of the people of Cambridgeshire wherever possible.

Ensure that sustained improvements in performance as demonstrated by measurable outcomes based on reduced levels of dependency, increased levels of choice and control by service users in line with their aspirations and needs as well as those of other stakeholders, while improving value for money.

To ensure that the voice of the people who use services, their families/carers and communities is heard at every level within the organisation and within partnership arrangements.

Participate in emergency planning and business contingency arrangements, including being a full member of the Council's Director On-Call Rota, attending any training specified by the County Council to fulfil these responsibilities.

To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.

To ensure that all services and functions are delivered within budget and meet any identified and agreed savings targets, continually reviewing and reshaping service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.

Person Specification (essential criteria)

Experience	<p>Significant and successful experience of:</p> <ul style="list-style-type: none"> • Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources. • Providing balanced strategic advice and guidance in a political setting. • Leading the commissioning and delivery of public services with competing priorities and demands often outside of the Council's direct control. • Leading major change and reform of services through commissioning, market shaping and creating innovative service models, particularly in response to the demands of an organisation that is undergoing rapid modernisation. • Delivering complex projects on time and within budget and outcomes. • Leading and contributing to strategic decision making, resource allocation and
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	<p>to policy formulation and delivery, adopting a problem-solving culture.</p> <ul style="list-style-type: none"> • Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation. • Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives • Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent. • Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile. <p>Role Specific:</p> <ul style="list-style-type: none"> • Experience of working in partnership across organisational boundaries including between the health system and social care and of delivering services through joint working. • Proven track record of leading strategic decision making and resource allocation and of problem solving and meeting objectives at a service and directorate level. • Demonstrated evidence of significant service improvement through managing change including colleague engagement, capacity building, workforce modernisation and organisational reform. • Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders. • Significant experience of the preparation, management and control of budgets for a large, complex organisation. • Evidence of personal commitment to diversity in the workplace, the development of public policy and in the commissioning and delivery of services. •
<p>Skills and knowledge</p>	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> • A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector. • Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment. • Business acumen and an entrepreneurial mindset to lead the strategic delivery of services and maintain a focus on obtaining best value for money at all times balanced, against the difficult and sensitive challenges faced. • Ability to lead, develop and sustain effective team, partnership and multi-agency working through strong effective advocacy, influencing and negotiating skills. • Skills to provide creative solutions to complex problems together with high level

	<p>analytical, presentational and communication skills.</p> <ul style="list-style-type: none"> • Ability to establish and sustain positive relationships that generate confidence, ability and trust. • Highly developed influencing and negotiation skills to operate at a strategic professional and political level, locally and nationally. • Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change. <p>Role Specific:</p> <ul style="list-style-type: none"> • Deep and specialised knowledge of Social Care markets for all ages with relevant experience gained within a similar role. • Thorough understanding of the principal responsibilities and key challenges facing Local Government in the effective commissioning and delivery of people focussed services. • Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society. • Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society. • Strong understanding of CQC and Ofsted regulatory Frameworks. • Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences. • Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture. • Demonstrable continuous development and improvement of own leadership and professional practice.
<p>Personal Effectiveness</p>	<p>Ability to demonstrate:</p> <ul style="list-style-type: none"> • A clear and strong personal commitment to equality, diversity and inclusion and a track record of developing inclusive services and leading by example. • Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity. • Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners and external stakeholders. • Leadership by example with a style that empowers others and is open to question and challenge as well as a commitment to continuous self-improvement.
<p>Qualifications</p>	<ul style="list-style-type: none"> • A relevant Postgraduate Level qualification or equivalent and/or relevant compensating experience at a senior leadership level. • Evidence of continuous professional and leadership skill development.

