

SERVICE DIRECTOR

INTEGRATED COMMISSIONING



Grade and Tier	Chief Officer – Band 4	Reference:	COF0013
Reports to:	Strategic Director for Adults, Health & Communities	Job Type:	Strategic Leader
Role Purpose			
<ul style="list-style-type: none"> ▪ Lead and manage the integrated commissioning and contracting function across the Council, to include Children’s Services, Adult Social Care, (ASC) Adult Safeguarding, aspects of Public Health and Integrated Commissioning with Health and relevant Social Enterprises. ▪ Enable Strategic Directors to focus on driving the Council’s overall objectives at a city, sub region, regional and national level. ▪ Communicate the vision of the Council and motivate and influence others to acquire this. 			
<p>Member of the Federation for: People, Children’s and Public Health Directorates; encouraging best use of resources, avoiding duplication and silo working, facilitating knowledge transfer across the senior team.</p>			
Statutory and Key Responsibilities/Accountabilities			
<ul style="list-style-type: none"> ▪ Statutory requirements relating to Social Care commissioning and direct provision, Regulation and Contracting 			
Key Responsibilities			
Corporate and Organisational			
<ul style="list-style-type: none"> ▪ Act as the principal policy and professional advisor on Integrated commissioning and contracting of health and social care, retained other elements of portfolio within own Department and provide specific subject matter expertise and advice to Directors, Chief Executive and Members as required. ▪ Provide strong, visible leadership and direction through compelling communication of the Council’s vision and values to own Department, Federation and wider where necessary ▪ Lead and Champion work in the City around those with Complex Needs, especially those facing Homelessness and Rough Sleeping, ensuring that the city has appropriate strategies to challenge and reduce poor outcomes caused by them. ▪ Ensure own department delivers the policies set by elected members, ensuring all staff understand and act on the aims of the organisation, in order to meet the needs of the people of Plymouth ▪ Embed climate change actions across the functions of the Integrating Commissioning department contributing to core reductions in support of the Council’s pledge to become carbon neutral by 2030. 			
Performance and Finance			
<ul style="list-style-type: none"> ▪ Take lead responsibility for the overall management of the Department, ensuring the Council’s financial, human resources and other assets are planned, deployed and managed effectively to deliver the priorities. ▪ Ensure the department provides cost effective and efficient services for customers. 			

- Embed a positive, innovative culture, which responds effectively and efficiently to deliver an outstanding customer focused service with best in class policies and practices which respond continually to the changing internal and external environments.

Customer and Communities

- Contribute to the development of programmes of local engagement and communication within the city with stakeholders and local communities designed to promote the work of the Council and own Department and deepen the Council’s understanding of those it exists to serve.
- Create an environment and culture that empowers and requires employees to work collaboratively and effectively across the Department, with the Directorate/Federation, organisation and with partners.
- Leads and challenges own direct reports to create continuous improvement and service delivery that is innovative, customer focussed and effective in delivering the Council’s agreed outcomes.

Partnerships and External Relationships

- Develop and engage in mutually beneficial relationships with partners and, where appropriate, integration of service delivery, to successfully deliver expected outcomes and benefits for the City.
- Fulfil a proactive role at local, regional and if appropriate national level in promoting and advocating for the City and its communities to deliver improvements and opportunities for residents and businesses.

Governance

- Ensure the statutory duties of the Department are met in accordance with legislation, guidance and regulatory requirements.
- Ensure effective measures are in place to manage and mitigate risk to protect the liability of the Department (including civil contingencies).

Role Accountabilities	Role Outcomes
<p>Corporate and organisational</p> <ul style="list-style-type: none"> ▪ Lead the Integrated Commissioning Management Team ▪ Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture. ▪ Lead the development and implementation of the strategies for the Health and Wellbeing System. ▪ Lead and manage the Statutory Functions retained in house. ▪ Provide strategic lead and overview of in house provision of learning disability services. <p>Performance and Finance</p> <ul style="list-style-type: none"> ▪ Lead on behalf of the Council, the allocation, monitoring and commissioning of the pooled budget with Devon ICB. ▪ Develop and lead on Integrated Strategic Commissioning with other Council Departments including Public Health to ensure greater service integration and improved value for money. 	<ul style="list-style-type: none"> ▪ Plymouth is actively involved in strategic commissioning at a regional level and seeks partnerships that explore economies of scale and efficiencies at a regional and local level ▪ Managers are provided with the right level of consistent advice and support and coached to deliver good people management practices. ▪ There is a collaborative approach to managing Trade Union/professional association and other relationships relating to employment matters. ▪ There is a range of strategically relevant, high quality, cost efficient integrated health and social care provision for citizens. ▪ Commissioned services (from over 150 service providers, in the private, voluntary and community sectors as well as in house provision supporting approximately 10, 000 service users, the majority of whom have multiple complex needs) are safe, of high quality, represent value for money

<ul style="list-style-type: none"> ▪ Responsibility for ensuring service standards across commissioned services and for driving service improvements ▪ Accountable for the delivery of the departmental budgets as aligned to the corporate plan. ▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within department. <p>Customer and Communities</p> <ul style="list-style-type: none"> ▪ Ensures services within own department are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of internal and external customers and citizens. ▪ Ensure efficient processes and ease of use business focused support to customers. ▪ Facilitate change to support a customer-focused culture. ▪ Ensure that vulnerable people's needs are being met in the City ▪ Ensure mechanisms in place to involve users and carers in commissioning and market development. <p>Partnerships and External Relationships</p> <ul style="list-style-type: none"> ▪ Create and manage effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services. ▪ Promote the city by supporting and participating in key corporate events ▪ Work in partnership with Health, wider council and region to develop collaborative and innovative approaches to commissioning both non-regulated and universal services, work with markets to build local capacity, promote positive outcomes and quality in commissioned services. <p>Governance</p> <ul style="list-style-type: none"> ▪ Ensure compliance and manage risk around delivery of investment into adaptations to meet the need of disabled households. ▪ Ensure the Council's obligation for safeguarding of vulnerable groups is reflected across all areas of service delivery. ▪ Contribute to a harmonious Employee Relations climate with the recognised Unions, professional associations and others. ▪ Member of Tactical Command team for civil emergencies and business continuity in liaison 	<p>and are routinely monitored for quality assurance.</p> <ul style="list-style-type: none"> ▪ Integrated Commissioning workforce understand the Council's values, priorities and desired outcomes. There is demonstrable evidence of engagement and progress. ▪ Statistical returns are made on time ▪ The performance management framework is clearly communicated, implemented and monitored to ensure good performance is recognised. ▪ Performance is managed by outcomes and poor performance is addressed quickly. ▪ Integrated Commissioning has a long term financial strategy and plan (MTFP) which is clear and actively communicated to CMT, Members and the wider departmental workforce. The revenue and capital budget is delivered within agreed tolerances. ▪ Integrated Commissioning is able to demonstrate how it is performing against a range of performance indicators. Action is taken if performance fails to meet required standards. ▪ Strong networks have been established in the region and the city has received demonstrable investment from a range of funding agencies. ▪ Integrated strategic commissioning strategies aimed at improving outcomes and reducing inequalities are in place. ▪ Provision is strategically aligned to meet the city's priorities particularly to reduce health inequalities ▪ Integrated Commissioning makes a demonstrable contribution to Plymouth being recognised as a great place to live and work because of the services it delivers. ▪ Front line services and improved outcomes for the community are efficiently delivered. ▪ Customer experience and satisfaction is improved and there are measures in place to demonstrate that. Clear plans are in place where satisfaction is low. ▪ The local authority is represented on regional strategic commissioning bodies ▪ There are strategic partnerships between People Directorate and other strategic
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<p>with the police/other agencies as appropriate. Member of the out of hour's rota.</p> <ul style="list-style-type: none"> ▪ Ensure the Department is compliant with all statutory, regulatory, safeguarding and audit requirements, including, where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security. 	<p>partners for example Health, Police, Education and Social Enterprises, to ensure co-ordination of integrated commissioning strategies.</p> <ul style="list-style-type: none"> ▪ A number of key partnerships have been developed which have delivered better outcomes for Plymouth's employees/citizens. ▪ Strong networks have been established in the region to best maximise investment from a range of funding agencies/from grants/from partners. ▪ Statutory functions are delivered, risks are mitigated and feedback is used to engender a culture of continuous improvement. ▪ Plans and training are in place and resourced to deal with a range of emergencies. Business continuity is in place. ▪ All Integrated Commissioning information is held securely, safely and in line with legal and statutory requirements. ▪ The Council's statutory obligation for safeguarding of vulnerable groups with direct responsibility for adult social care safeguarding are met. ▪ Effective measures are in place to manage and mitigate risk to protect the liability of the department and wider Council. Feedback is used to engender a culture of continuous improvement
<p>Essential Qualifications and Experience</p>	<p>Essential Skills and Behaviours</p>
<ul style="list-style-type: none"> ▪ Substantial knowledge of national and local Government contexts, strategic frameworks and legislation for the services under the posts direct management including the strategic commissioning of social care and health services, including regulation and contracting. ▪ Substantial experience of maintaining high safeguarding standards and understanding of systems to protect vulnerable groups. ▪ Strong record of delivery and improvement of whole system change and development of effective commissioning strategies. ▪ Evidential ability to have identified strategies for collecting and using market and client data 	<ul style="list-style-type: none"> ▪ Able to be a collaborative system leader across council with focus on culture change and transformational leadership. ▪ Able to effectively manage and motivate a diverse team of employees, enabling them to deliver quality customer services. ▪ Able to translate complex strategies into what is required to deliver cultural, organisational and technological improvements. ▪ Able to work as part of a high-functioning non-silo'd Directorate Team ▪ Able to translate vision, complex concepts, financial information, principles and practices into clear compelling organisational strategies and plans.

<p>to drive performance improvements and efficiency.</p> <ul style="list-style-type: none"> ▪ Strong record of the involvement of service users in the design and determination of services within the relevant sectors. ▪ Substantial experience of leading and developing successful partnerships and cross disciplinary/multi-agency working at high level. ▪ Leadership experience in a culture change environment. ▪ Experience of deploying commercial and transformational acumen within medium or large organisations. ▪ Experience of developing strategies and translating them into effective operational plans gained in a multi-disciplinary organisation. ▪ Experience in working effectively and impartially with elected members/senior board/executive members and in supporting democratic decision-making processes. ▪ A broad knowledge of public sector service delivery including direct delivery and commissioning of third party contracts / SLAs. ▪ Experience of engaging and involving communities to whom statutory or other services are provided. ▪ Proven experience of commissioning/delivering services to achieve quality and value for money for customers. ▪ Understanding of the principles of System Leadership. ▪ Experience of using a range of change management and transformation methodologies to deliver impactful organisational change at pace. ▪ Experience of working and succeeding in complex partnership arrangements. ▪ Experience of leading a multidisciplinary workforce to drive performance and a successful culture. ▪ Experience of working within and promoting a health and safety and safeguarding culture. ▪ Demonstrable commitment and experience of celebrating and valuing diversity. 	<ul style="list-style-type: none"> ▪ Business planning skills - including analysing demand, priorities, trends and predicting future customer needs. ▪ Commercial acumen to be able to interpret and interrogate complex financial and other information. ▪ Ability to think innovatively to identify income generation opportunities/income streams in own Department in line with Council vision. ▪ Able to understand performance management systems and methods to drive continuous improvement for customers. ▪ Ability to influence, coach and mentor others to improve and build a high performance culture. ▪ Authentic and effective communication skills. ▪ Ability to challenge in a constructive manner, not afraid to tackle difficult behaviour and situations. ▪ Stakeholder management skills within the public and private sector. Ability to develop and maintain effective dialogue and develop trust with stakeholders including other Service Directors, Directors, CMT, politicians and partners who provide of key public services, to protect and promote the best interests of the city. ▪ Ability to deal with competing interests while maintaining effective working relationships and a productive work environment. ▪ Advanced negotiation and influencing skills, with the ability to establish pragmatic solutions and agreed outcomes. ▪ Political awareness and acumen. ▪ Innovative and able to challenge traditional ways of doing things in a positive, constructive way.
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