

**FINAL**

<b>Job Family:</b>	<b>Partnership &amp; Commissioning - Operational Management</b>	<b>Grade:</b>	<b>10</b>
<b>Job Title:</b>	<b>Commissioning Lead (Generic)</b>	<b>Directorate:</b>	<b>CEX</b>
<b>Date:</b>	<b>24 September 2018</b>	<b>Version:</b>	<b>1:2 FINAL</b>

**Role Profile - Details Specific to Job Family**

These roles focus on working in partnership with the community to identify outcomes and then to work with third parties and the community itself to design and commission services to best meet the needs of the citizens and communities in Sutton. These roles are accountable for the outcomes but jointly with partners and often with little direct operational control. In order to achieve outcomes, these roles are required to work collaboratively with others, the most common example being commissioning staff that will monitor local partner activity in order to ensure the delivery of high quality results. At the lower levels, these roles undertake specific commissioning for discrete services. At the higher level, these roles set commissioning outcomes across a broad range of thematic services.

**Role Profile - Details Specific to Grade**

Roles will focus on interpreting and applying policies to support local needs. Thinking is focused on specific parts of the Council rather than the Council as a whole and is usually limited to the annual business planning cycle. Will operationalise plans and deploy resources to meet these plans and objectives

Responsible for ensuring that specific partnership and co-operative plans, commissions and contracts are delivered on a routine basis in an efficient and effective manner and to clear standards.

**Brief Description of job role and department**

To lead and provide high-level commissioning support to the delivery of outcomes based commissioning, initially focusing on leading the delivery of priority commissioning reviews using project management principles.

This will involve managing all aspects of commissioning for the relevant outcome including market shaping and management, needs assessment, strategic commissioning, service review and development, procurement, performance monitoring and quality assurance

The post will also involve being able to interpret, adapt and implement national guidance, including where relevant to meet statutory requirements around Public Health, and evaluate a range of high quality, responsive and efficient programmes/services, within allocated resources, to ensure that the services in place respond to and reflect the outcomes Sutton seeks to achieve for its population.

This may include decommissioning or disinvestment of services that are underperforming or where the need has lapsed, and create the need to place services out to tender and

award appropriate providers in accordance with the Council's Standing Orders, while managing reputational and financial risk to the council.

#### **Representative accountabilities**

- Apply professional judgement to interpret and apply policies and procedures to meet specific local or service needs.
- Provide day to day management and professional supervision to staff to ensure operational plans and activities are delivered effectively.
- Analyse customer needs and the provider market in order to provide data and evidence to inform commissioning and service design decisions for specific services.
- Plan, design and procure specific services to ensure they deliver their intended outcomes for customers.
- Work with specific organisations to deliver intended outcomes through collaborative working.
- Lead small projects and implement changes and improvements within agreed cost, time and quality standards.
- Where relevant manage service level budgets and resources in order to support the delivery of intended outcomes and demonstrate value for money.

#### **Budgetary accountabilities**

- Supporting the development and implementation of plans to reduce areas of high spend in line with the plans, aspirations and targets set by operational budget holders
- Deliver cashable savings in support of the delivery of financial targets for outcomes based commissioning through recommissioning and through annual expenditure plans and review.
- Regularly reviewing relevant budgetary information for each expenditure area. Use such data to make informed, strategic proposals and decisions to relevant budget holders and providers
- Other budgetary responsibilities as directed by the Head of Service

#### **Specific accountabilities**

General:

- To develop, manage and operate within an outstanding framework for outcomes based commissioning practice including:
  - The delivery of high quality planning, commissioning, performance management and improvement processes to drive change, innovation and excellence in outcomes based commissioning in line with national and local priorities
  - Ensuring all commissioning teams have relevant and robust information relating to the population, to develop and maintain the understanding of local need
  - Partnership with operational managers and other commissioners to secure data, intelligence and evidence to inform commissioning processes
  - On-going market development work to engage suppliers in council priorities, strategies and aspirations

- o A strong focus on involving citizens and service users in service design and performance management
- o Leadership of all relevant major tenders and procurements
- o Strategies which support the achievement of the council's outcomes including where appropriate de-commissioning and service redesign
- o Strong performance monitoring and quality assurance mechanisms and processes, including audit of performance in line with national standards and performance measures
- o Ensuring that the team and all procurement activity complies at all times with the council's Standing Orders

2. To lead the strategic management of relevant markets within their lead area including:

- Ensure that a sufficiently diverse range of services are available that prevent, delay or reduce the need for statutory services
- Maintaining an effective and robust relationship with providers
- Directing the market to meet the strategic priorities of the council and the projected social care needs of Sutton's residents (including the use of regularly updated market position statements)
- Oversight of the quality of the services offered by providers in order to ensure continuous improvement
- Using market intelligence to maintain oversight of the long term sustainability of markets and market providers

3. In relation to their lead area:

- To establish the review within the organisation and relevant stakeholders, in conjunction with the Project Sponsor, Project Manager and Commissioner.
- To develop and finalise the required outcomes and any sub-outcomes for their review.
- To deliver the review through the council's commissioning framework.
  - a. Analyse - To manage project resources to collate, validate, and analyse high-quality current performance and future need data to produce a Needs Assessment for this review, confirming current spend, contracts, delivery (whether inhouse or outsourced)
    - To analyse the current market provision
    - To produce key resident stories to demonstrate key areas of improvement needed.
    - To engage appropriate partners and identify current provision and opportunities to commission more efficiently together
  - b. Plan - With residents, partners and the market, develop pathways and opportunities to deliver the outcomes, which requires radical system change and new ways of delivering services to residents to be developed and tested.

- Work with existing and new providers to shape the market and promote innovation
- c. Do - To implement agreed solutions to deliver the outcomes and mobilise.
- d. Review - To ensure the end product meets the requirements of residents.
- To ensure effective communication mechanisms are in place across the review and work with the project and programme manager on the organisational communications plan.
- To develop and manage robust financial tracking and other review dependencies.
- To coordinate and ensure the smooth running of the virtual team working on the review.
- To deliver high quality documentation, processes and management tools that comply with the requirements and best practice guidelines.

4. Providing strong and effective leadership and motivation to the commissioning team including:

- Assisting with the vision and direction for the development of relevant markets, ensuring the team has robust performance and financial targets in place
- Ensuring that the team is a source of sound commercial expertise, guidance and support to key groups and individuals within the organisation.
- Ensuring that the team has a positive and constructive relationship and two-way dialogue with key operational managers, through a Business Partnering approach
- Ensuring that the team has an evidence- based approach to commissioning as well as a strong outcomes-based focus in order to reduce costs and improve service delivery for residents
- Driving continuous quality improvement within the team by challenging existing practices and actively seeking ways to achieve better outcomes for residents
- Ensuring team members receive appropriate support, training and development to achieve their potential and achieve the goals of each outcome and area of responsibility, ensuring clear targets are set and reviewed regularly.

5. Ensure that the team understand and are capable of delivering the business objectives, ensuring that meaningful appraisals are completed on time and that all team members have appropriate and relevant learning and development plans in place; implement effective performance management within the team ensuring clear targets are set and reviewed and, where necessary, poor performance is managed positively and effectively in accordance with council policy

6. Create and develop a culture within the team that delivers a successful and positive working environment; ensure all team members receive the appropriate level of communication to maintain engagement with the council's vision, priorities and activities.

### **Person specification (knowledge, skills, experience and behaviours required in the role)**

- Significant experience of successful commissioning of related services to meet strategic outcomes
- Significant understanding of the key issues for local authorities and service users
- Experience of managing cross borough or cross-sector initiatives to achieve strategic goals and service improvements with evidence of success in achieving targets and managing performance
- Ability to work independently and manage within a virtual team.
- A high level of IT literacy, specifically in presentation development and spreadsheet development and analysis.
- Ability to quality assure and analyse performance and financial data and present information in a number of formats dependent on the audience.
- Strong communication and influencing skills, ensuring appropriate challenge and inspiration for innovative ideas and solutions.
- Strong interpersonal skills with the ability to develop effective constructive relationships quickly across functional and organisational boundaries.
- Demonstrable experience of programme/project management and success managing within complex project environments
- An understanding and appreciation of the benefits of applying innovative techniques such as behavioural science, an assets based approach and restorative practice to commissioning projects
- Good understanding of the relevant agenda based on an agreed work plan.

### **General**

- To work within any of the council's outcomes based commissioning themes (on a short or longer term basis) depending upon the demand and priorities of the services concerned
- To work at any council site in line with the service or outcome needs
- To carry out their duties in accordance with the borough's Equalities and Diversity policy and all other borough and departmental policies
- To participate in a Performance Appraisal Scheme and to contribute to their own development and the development of any staff that they are responsible for appraising
- To carry out their duties in accordance with the Council's PRIDE values
- To undertake such additional duties as are reasonable within the responsibilities of the post and which the line manager may require
- This job description describes responsibilities, as they are currently required. It is anticipated duties will change over time and the job description may need to be reviewed in the future

