



HILLINGDON

LONDON

Job Profile

December 2024

JOB TITLE: Head of Commissioning – Adult Social Care & Health

GRADE: Head of Service - Level 4

POST NO: 29975

JOB TIER:

DBS CHECK: Enhanced Adult and Children workforce

DIRECTORATE: Adult Social Care & Health

SERVICE: Direct Care & Business Delivery

REPORTING STRUCTURE: TBC

Reports to: Assistant Director Direct Care & Business Delivery

Direct Reports: 4

Indirect Reports: TBC

ROLE PURPOSE:

Management of the Adults Social Care Commissioning Team, ensuring agreed team plans and performance targets are delivered and that a culture of *'putting our residents first'* is maintained.

The Head of Commissioning (ASC&H) will be responsible for the successful delivery of a Social Care Commissioning model and structure to deliver Hillingdon's Commissioning Strategy.

A key focus of the Commissioning approach will be promoting health and wellbeing and strengthening early intervention and prevention. The post holder will work closely with the council's partners and providers to develop and enhance innovative social care solutions that are sustainable and ultimately deliver improved outcomes for all residents. They will help develop a care market that delivers a wide range of high-quality care and support services that will be available to their communities. The post holder will focus on ensuring that residents have access to a range of strength-based services within the local area and that they can access information, advice and guidance to inform decisions about their care and support.

The role will promote independence and the wellbeing of residents ensuring that our future way of working continues to focus on collaboration, embracing digital technology, and making sure that residents have choice and control over the care and support that is offered to them. The post holder will have regular interface with key members of the Corporate Management Team and Cabinet and will work closely with a range of external organisations from the health, independent and voluntary sectors to develop a sustainable, diverse and innovative care and support market that meets the varied needs of the people in Hillingdon and ensures equality and dignity for all.

Job Description

1. Resident & Community Contribution

- Overall leadership and management of the of the commissioning of care and support in Hillingdon for the benefit of Hillingdon residents.
- Lead on the implementation of the commissioning model within Social Care (and where relevant will extend to where there are common suppliers to the council to leverage buying power) to strengthen its efficiency and effectiveness and enhance the council's contribution to building stronger communities and improving resident's outcomes.
- To demonstrate understanding of the Council's *Customer Care Standards* and ensure that these standards are met to deliver the Council vision of 'putting our residents first'.

2. People Management

- To be responsible for the selection, development and performance of the Adult Social Care Commissioning Team in line with the Council's HR policies.
- To ensure all team members receive the appropriate level of communication to maintain engagement with the council's vision, priorities and activities.
- To be responsible for maintaining a safe and healthy working environment in line with Health & Safety at Work Act (1974).
- Take the lead on reimagining how the council and its partners think more strategically when planning and delivering social care commissioning to ensure it is more responsive to the changing needs of the market and focusses on improving outcomes for residents.
- Take the lead on the change management aspects of implementing the commissioning operation model aligned to the social care commissioning strategy.
- Seek opportunities for achieving better value from suppliers and review the current contract management arrangements and how these can be strengthened.
- Lead on the required change activity which enables adoption of the changes required by the implementation of the new commissioning model, undertaking change impact assessments to identify, analyse and prepare risk mitigation tactics including identifying and managing resistance to change, tracking and reporting issues.

- Advise and influence senior managers and any other stakeholders during the planning and implementation stages of the implementation of the commissioning model to promote staff buy-in and embed cultural and behavioural change necessary to ensure project sustainability.

3. Operational Service Delivery

- Lead on an end-to-end review of the current way that services are commissioned, with a view to identifying areas for improvement.
- Oversee the work of commissioners in securing services. This will involve ensuring suitable needs analysis takes place; outcome focussed specifications are developed; and review processes are in place.
- Ensure the development and delivery of continuous improvements in all aspects of the care services and support being commissioned.
- Work collaboratively with a range of corporate colleagues, including Legal, Finance, Procurement, Housing and Digital and Intelligence, to ensure that a robust strength-based commissioning approach is developed.
- Be responsible for shaping the local provider market by ensuring sufficient market capacity to meet current and future needs of Hillingdon residents. Thus, supporting strategic and operational planning activities and delivering strength-based outcome focussed interventions that will make a real difference to residents.
- Work with a range of organisations from the health, independent and voluntary sectors to develop a sustainable, diverse and innovative commissioning approach that meets the varied needs of the people in Hillingdon and ensures quality and dignity for all.
- Leverage opportunities for the innovative use of technology to support people to maintain their independence and wellbeing in the project.
- Develop reports for Senior Officers and Members which provide qualitative and quantitative information on the commissioning outcomes and impacts.
- Develop opportunities for partnership working across the local system. Lead on relevant partnerships between public, private and voluntary sector groups.
- Provide advice to elected members, senior managers, teams, providers and external partners as appropriate, establishing and maintaining effective working relationships to facilitate a whole systems approach to commissioning.
- Work collaboratively with corporate communications colleagues to develop the communication plan to promote the new commission model and facilitate collaboration across different departments.
- Lead on an effective communication strategy that ensures that providers, partners, residents receiving support and carers are invited to contribute to and are positively affected by the development of the new commissioning model.

- To work autonomously in accordance with relevant social care guidance, policies, legislation and strategies to support the delivery of a robust commissioning model that results in improved benefits financially and to outcomes for residents.

4. Service Planning & Development

- Ensure that an annual Team Plan, aligned to the Group / Service Plan(s), is developed, agreed and communicated to team members in a timely manner.
- Ensure clear Service Level Agreements (SLA's) are in place where appropriate, covering all aspects of service delivery with performance and response levels, together with the escalation process if SLAs are not met.
- Maintain a current service workforce plan including a succession plan for all key roles within own team.
- Contribute to the development of the Council's Smarter Commissioning Strategy – an overarching commissioning strategy, frameworks, tools and processes for the Council that promotes joined-up policy, commissioning, procurement and improvement. This includes extending opportunities for joint commissioning and procurement with other local authorities and partners.
- Take a broader view of the entire department/organisation and consider how different services interact and impact outcomes.
- Promote a culture of evidence-based commissioning through the continuous development, delivery and management of the commissioning strategy to inform decision making. governance, procedure, protocol and training that ensures commissioning is at the centre of council decisions.
- Maintain a current service plan and ensure that all documentation, operational processes and records are fully aligned as part of the social care commissioning model.
- Work in collaboration with procurement and other departments to minimise duplication of effort and administrative tasks and streamlines processes such as procurement, monitoring, and quality assurance.
- Focus on economies of scale by negotiating contracts, pooling resources, and subsequently achieving cost savings more effectively.
- Work on the standardising the commissioning approach which will lead to consistent quality standards across services and promotes evidence-based best practices.
- Benchmark and research adult's social care service models, drawing on good practice and innovative models of care.
- Lead on day-to-day decision making and responsibility for the management of the commissioning team, arranging and participating in meetings and reporting progress within agreed governance structures as required.
- Investigate key issues impacting Social Care & Health, researching and designing innovative solutions with colleagues across the Health and Social system and the wider council.

- Develop commissioning frameworks, systems and processes for Social Care that carefully consider the needs of partners including the NHS.

5. Financial & Resource Management

- To take responsibility for the effective management of the allocated department / team budget.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- To ensure that all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- Develop strategic approaches to managing care provision and providers locally to maximise both the financial benefits and outcomes for residents.
- Review the current contract management processes and capabilities, with a view to making recommendations to strengthen these.
- Proactively lead on working with providers to reduce costs and maximise quality, and where relevant lead on any re-commissioning projects.

6. Service Improvement

- Implement continuous monitoring of team and individual performance and productivity to ensure the delivery of Service Level Agreements (SLA's) are maximised.
- Manage the implementation of improvement initiatives and change programmes using the Council's Project Management and Service Improvement methodologies.
- Promote the use of innovative digital technology enabled care options as part of a technology first approach to supporting people to live independently in their homes.
- Lead and promote effective market management by drawing on the strengths of the voluntary, community and private sectors in Hillingdon and influencing service providers to encourage innovation, and address gaps in provision.
- Stay informed about laws and regulations relevant to commissioning in order to apply expertise on key issues in adult's social care and the wider council as required.
- Promote best practice, continuous improvement, learning from experience and from others, supporting the spread of innovation across boroughs and the wider health and social care system.
- Collaborate with providers, local authorities, and other stakeholders to create a robust and responsive care market in the case of social care and the other supplier/provider networks for the wider organisation.
- Support, and negotiate with, colleagues across the Council where projects impact on Social Care and other resources to prioritise resource allocation.
- Promote areas of innovation and transformation across social care.

7. Contacts

- Create and develop collaboration and coproduction with the residents of Hillingdon to ensure that resident experiences inform future commissioning opportunities.
- Work closely with a range of external organisations from the independent and voluntary sector to develop a sustainable, diverse and innovative market that embraces a preventative approach to care and support.
- To act as the point of contact with social care staff and the various department leads to ensure that the commissioning model creates consistency, reduces duplication and promotes best practice.
- Initiate and influence relationships with and between key stakeholders - members, executive directors, senior managers and partners.
- Develop strategic partnerships with a wide range of external stakeholders.

8. Additional Responsibilities

- Complete other reasonable tasks to fulfil role purpose or as instructed by management.
- To undertake other duties, including the potential of managing other initiatives within Social Care & Health as required.
- You may be required to undertake periods of on call which are related to your role.
- Adopt a collaborative and supportive approach, maintaining up to date professional knowledge and providing advice and assistance to colleagues across the Senior and Corporate Management Team in the council as required.

9. Key Performance Indicators

- Delivery of the agreed Personal Performance Appraisal Objectives.
- Contribute towards the vision outlined in the Council's strategy.
- Play a lead role in achieving the Adult Social Care and Health Plan outcomes
- Deliver agreed team plan targets.
- To write, agree, deliver KPIs as part of the assigned work programme, monitoring non-performance and outlining actions for improvement.
- Contribute to good performance on relevant performance indicators both local and statutory.

Person Specification

This person specification will be used for recruitment to the post of **Head of Commissioning (ASC&H) at LBH**. It will form the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

| 1. QUALIFICATIONS | ESSENTIAL ✓ | DESIRABLE ✓ |
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| Degree or equivalent, professional qualification or other evidence of considerable analytical abilities | ✓ | |
| Be able to demonstrate evidence of continued professional, managerial and personal development, within the fields of management and strategy within the relevant discipline | ✓ | |
| Post graduate qualification | | ✓ |
| 2. STATUTORY or ROLE SPECIFIC REQUIREMENTS | ESSENTIAL ✓ | DESIRABLE ✓ |
| Comply with and promote the Council's Equal opportunities policy. Able and willing to work outside normal office hours, including attendance at evening and weekend meetings and events as required | ✓ | |
| 3. EXPERIENCE | ESSENTIAL ✓ | DESIRABLE ✓ |
| A clear understanding of the relevant legal, commercial, political, operational and social community aspects of a similar diverse and complex environment. Previous senior experience of being a lead professional within a local authority or similar environment. | ✓ | |
| Extensive experience of leading impactful strategic change across a whole system through either the commissioning or delivery of services | ✓ | |
| Experience of managing budgets and maintaining financial balance in the face of increasing demand. | ✓ | |
| Experience of investing in resident outcomes through the transformation and commissioning of services. | ✓ | |
| Proven experience of successfully managing developing and managing external partnerships, carrying out effective commercial negotiations and managing provider markets | ✓ | |
| Well-developed interpersonal, persuasion and negotiating skills | ✓ | |
| Experience of using complex data intelligence to inform the strategic direction of an organisation or service, drive change and develop commissioning plans to meet future demand/ | ✓ | |

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| Significant experience of working closely with, advising and influencing members, senior officers and stakeholders | ✓ | |
| Excellent leader and manager of people, with the ability to mobilise resources effectively and motivate others to deliver on objectives. | ✓ | |
| Significant experience in stakeholder engagement such as with health and care users, user groups and user organisations, care providers, provider networks, and professional regulators, local authorities and integrated care system. | ✓ | |
| Excellent written and oral communication skills including the ability to prepare and present reports and to communicate with staff/service users at all levels. | ✓ | |
| Experience of working in local government, with ICS's, NHS. CQC, including involvement with Elected Members | ✓ | |
| Ability to manage a high degree of organisational and informational complexity and the ability to translate and analyse complex data into understandable information. | ✓ | |
| Ability to lead change to drive improvements in quality, efficiency and productivity in a large complex organisation | ✓ | |
| Excellent interpersonal skills including the ability to form effective working relationships with colleagues and partners and be able to work as part of a team. | ✓ | |
| 4. KNOWLEDGE & SKILLS | ESSENTIAL ✓ | DESIRABLE ✓ |
| Leadership and strategic thinking to deliver change and continuous improvement within agreed resources and timescales. | ✓ | |
| Knowledge of key legislation and national and local policies in relation to social care commissioning. | ✓ | |
| Working knowledge of the key pieces of legislation include (but are not limited to) the Care Act 2014, the Mental Capacity Act 2005 and the Mental Health Act 1983 (as amended), and the Health and Care Act 2022. | ✓ | |
| An understanding of the commissioning, tendering, procurement and contracting framework for the council including the Government's key strategies. | ✓ | |
| Ability to develop and promote good working relationships with a wide range of people at all levels both within the Council and with external partners in the statutory, voluntary and private sectors. | ✓ | |
| Proficient in using Microsoft Office Systems | ✓ | |
| Strong track record of practical delivery and implementation. | ✓ | |
| Proven presentation skills with experience of compiling and writing reports and presenting findings to various audiences, | ✓ | |

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| An understanding of strategy relating to the reconfiguration of services, including the development of social care services, with a focus on value for money and increased productivity. | ✓ | |
| An understanding of the requirements of effective financial governance and probity and a thorough understanding of the effective operation of corporate governance. | ✓ | |

Our values

Respect

We appreciate what makes us different and include everyone.

- We recognise that we all have unique talents, skills and experiences.
- We provide a professional service to our residents and colleagues and lead by example.
- We celebrate diversity and ensure our working practices are inclusive.

Collaborative

We believe in the power of working together.

- We work collaboratively as one council.
- We promote creativity and innovation to improve outcomes for all.
- We recognise the strength of sharing knowledge and experience.

Efficient

We deliver the best possible outcome by carefully managing our resources.

- We are empowered to deliver the most efficient outcome.
- We harness new technology and tools to deliver our services efficiently.
- We look after our finances and maximise value for money for residents.

Integrity

There is no gap between what we say and do.

- We choose what is right over what is easy.
- We trust and support each other to get the job done.
- We are responsible and accountable for our actions, both good and bad.

Open and honest

We are transparent in the actions and decisions we take.

- We provide a safe space to have truthful discussions in a positive way.
- We encourage constructive feedback without fear of judgement.