

**Job Role:** **Commissioning Director, Children and Young People (DCS)**  
**Role Type:** Commissioning  
**Role Level:** 3  
**Function:** Commissioning Group  
**Accountable to:** Strategic Director for Commissioning  
**Budgetary Responsibility:** Circa £60m revenue budget from general fund. £230m Direct Schools Grant and significant capital budgets related to education.

### **Context**

The Council adopted a commissioning model in April 2013 which has as a central premise that the primary role of the democratically elected Council is to lead partnerships with local public service providers and other stakeholders to achieve the best possible outcomes for the borough and its residents by commissioning services from the most appropriate providers. The operating model for the Council therefore consists of a Commissioning Group (to work with Members, partners and stakeholders to determine priorities, commission services, and manage contracts), Delivery Units (reflecting a mixed economy of delivery arrangements), and an Assurance Group (to provide strong governance and oversight across the system).

The senior officer leadership is through the Strategic Commissioning Board chaired by the Chief Executive of the Council, with a Strategic Director for Commissioning with primary responsibility for the commissioning of services, and a Chief Operating Officer with primary responsibility for integrated and resident focussed delivery.

Reporting to the Strategic Director – Commissioning, but accountable to the Chief Executive, the Commissioning Director for Children and Young People is an integral part of the Commissioning Group. The post-holder will be required to seamlessly blend innovation drawn from an inherent understanding of Children and Young People landscape and market place with the pragmatism to relate intelligently to the relevant delivery units. The role is complex and pivotal, sitting at the centre of the organisation working collaboratively with a diverse range of stakeholders from both within and outside the Council to achieve effective, integrated and best value outcomes for residents of Barnet.

### **Role Purpose**

To provide vision, leadership and direction to deliver the Council's outcomes and objectives for sustainable Children and Young People ensuring that it is integral to the achievement of the Council's social, environmental and economic objectives. To engage in strategic and delivery partnerships in order to achieve the best outcomes for residents and promote and communicate the Council's services and values. The post holder will be required to work collaboratively across the Council to ensure cultural change is delivered and instil a sense of optimism, purpose and responsibility.

To provide strong leadership as a member of the Council's senior leadership team to drive effective performance management of the Children and Young People agenda ensuring that the Council lives within its financial capacity, and that risks are appropriate and effectively managed, that services commissioned by the Council are effective and that statutory duties are met.

To advise Members in respect of all planning, and policy issues related to Children and Young People and ensure that there are effective arrangements in place for member briefing on operational matters.

To ensure the effective delivery of the statutory role of the Director of Children's Service. This will include the prime responsibility for safeguarding and all associated governance mechanisms.

### **Key Accountabilities**

The Commissioning Director for Children and Young People will:

- Lead the development of strategies and delivery plans so that Council outcomes are achieved for Children and Young People and their families including library services.
- Work in a whole systems way to translate council priorities and outcomes into a range of internally and externally delivered provision.
- Lead and effectively manage a team of commissioners and resources available to the Commissioning Group to create evidence based strategies, plans and commissions that can deliver these outcomes.
- Be accountable for the development of and delivery of the Barnet Children and Young People's Plan developed through the Children's Trust Board, the Children's Commissioning Plan and the Council's library strategy including the effective deployment of revenue and capital budgets to ensure that the Council's strategic aims are achieved and statutory obligations are met.
- Undertake horizon scanning activities to identify new trends and challenges as they emerge. This will include understanding relevant legislation and guidance, the evidence base for effective services, taking account of government thinking and local pressures and shaping services as a result.
- Drive the processes of localism and the empowerment of local communities to shape Children and Young People services within the Borough.
- Lead and manage strategic partnerships across the public sector partners to ensure that the needs of children and young people are met in line with the Children and Young People's Plan, galvanising their commitment and support to deliver and challenging where appropriate.
- Act in an ambassadorial role for the Council and to ensure the development and delivery of joint agendas with external partners and to foster and nurture strategic and local partnerships to deliver better outcomes locally for Barnet residents.
- Be the Council's principal adviser in respect of matters relating to commissioning outcomes for Children and Young People, covering early years, early help, children's social care, youth, youth justice, education, safeguarding, library services.
- Be the Council's principal policy adviser to the Children, Education, Libraries and Safeguarding Committee. .
- Support the SCB and in particular the Strategic Director for Commissioning to adopt a unified approach to commissioning and resource allocation
- Review data and insight emerging from the Delivery Units and external providers of services to identify new opportunities, risks and areas of poor performance.
- Develop and oversee the performance management framework for quarterly performance reporting on the Children and Young People portfolio to the

Performance and Contract Management Committee and the Local Safeguarding Children's Board.

- Work with the Commercial and Customer Services Director by providing technical expertise to the contract management process to help assess quality and achievement of outcomes.
- Assume the direct leadership of delivery units where the power of intervention has been invoked in line with the Council's performance management framework.
- Work collaboratively with fellow Directors and other colleagues both in Commissioning and Delivery to ensure strategies and delivery plans are joined up and adhere to Council policies and procedures.
- Promote equality, diversity and respect to customers, clients, and other members of staff regardless of gender, age, sexual orientation, disability or religion.
- Be a named member of the Gold Emergency Planning rota and to be assured that the commissioned services that the postholder is responsible for have appropriate business continuity plans and emergency response procedures.
- Ensure that Health and Safety legislation and the Council's Health and Safety requirements are complied with and monitored.

### **Key Accountabilities set against the Barnet Leadership and Behavioural Competency Frameworks**





- *Think Customer:* To ensure that outstanding customer service is being delivered across the Council's services and that staff are focused on achieving the right outcomes first time for customers in their specific roles. In particular to champion and ensure that there is a strong voice for the child across all aspects of the Council's business.
- *Leadership & People Management:* To provide strong, visible leadership in order to motivate, manage and develop staff both within the commissioning group and where appropriate delivery units to deliver a culture of high quality performance and continuous improvement. To proactively build and manage networks and partnerships for the long term, sharing information, building trust and constructively tackling conflict to find win/ win solutions.
- *Democratic Spine:* To regularly report to the Council committees and members to enable them to make informed decisions and to ensure that Children and Young People services and programmes are delivering results according to the agreed strategy, outcomes and service level agreements.
- *Financial & Risk Management:* To manage delegated Children and Young People commissioning budgets within agreed financial parameters, and ensure that services operate in compliance with relevant legislation, statutory duties and Council policies to manage risk appropriately. To create a culture of risk management, rather than risk aversion, enabling others to confidently take calculated risks without blame if things go wrong.
- *Market Analysis and Management:* To analyse the issues relevant to Children and Young People area keeping up to speed with social and economic trends and the market and context issues that affect delivery. Developing and agreeing commissioning plans for provider implementation to ensure that current and future local needs are met.
- *Service Expertise:* To provide guidance and direction, acting as both a policy lead and a credible senior leader in interactions with a range of internal and external stakeholders including in a client role. To draw new and creative insights from complex data to re-define what we do and how we do it. Is at the forefront of thinking in the field of

Children and Young People and ensures that Barnet’s views, insights, and best practice inform the thinking of key players and the policy debate.

- **Partnership Building:** To manage partnerships with a range of external stakeholders in order to ensure that organisation continues to harness local opportunities to commission public services of the highest quality within Barnet through developing a shared understanding of the needs and goals and collective commitment to them to help us create joined up solutions which improve outcomes for Barnet’s communities.
- **Business and Resource Planning:** To establish and lead clear commissioning plans in relation to Children and Young People related areas which ensure that services are delivered in line with resource constraints whilst meeting compliance and service quality requirements.
- **Buying and Contract Management:** To lead and undertake any new Children and Young People commissions, working alongside the Commercial Lead. Provide technical expertise to the contract management process to help assess quality and achievement of outcomes.

### Barnet’s People Values

The postholder will be expected to deliver the key accountabilities of this role in line with the Council’s core value of ‘Be Human, Be Collaborative, Value Diversity and Be Trustworthy’

<i>All managers should role model the values in everything they do, use them to set clear expectations of others, recognise and reinforce positive behaviours, and address any behaviours which are undesirable.</i>			
<p><b>Be Human</b></p>  <p><i>People are important and deserve our best</i></p>	<p><b>Be Collaborative</b></p>  <p><i>By working together we can deliver better services and make the best use of public money</i></p>	<p><b>Value Diversity</b></p>  <p><i>Our diversity brings strength and adds value</i></p>	<p><b>Be Trustworthy</b></p>  <p><i>By communicating clearly and honestly about what we can or can't do we inspire trust</i></p>
<p>We are consistent and sincere in our approach</p> <p>We take ownership of issues</p> <p>We accept that in order to make customers lives easier, we may have to work in a different way</p> <p>We attract, develop and retain the best talent for our organisation</p> <p>We demonstrate a “can-do” attitude</p> <p>Colleagues and customers trust us to give our best</p> <p>We behave in a highly professional manner</p> <p>We approach sensitive</p>	<p>We take time to share knowledge and to support our colleagues</p> <p>We listen and take appropriate action</p> <p>We are forward thinking and deliver services differently where we can to meet customer needs</p> <p>We recognise that the customer is more important than the organisation</p> <p>We work in partnership with others to deliver the most effective solutions</p> <p>We make sure every penny makes a difference</p> <p>We embrace the need for continuous improvement and</p>	<p>We value diversity and the unique contributions of others</p> <p>Our approach is inclusive and accessible</p> <p>We believe in equality of opportunity and our behaviours demonstrate this</p> <p>We acknowledge our differences and treat individuals with respect</p> <p>We foster a collaborative and mutually supportive environment</p> <p>We treat others with respect and as we would expect to be treated</p> <p>We value everyone’s work</p>	<p>Our approach is always customer centred</p> <p>Everything we do we do with integrity</p> <p>We build effective relationships with customers and colleagues</p> <p>We use appropriate ways to communicate with each other and our customers</p> <p>We learn from our mistakes and put things right if they go wrong</p> <p>We relish open and transparent communications with customers and with each other</p> <p>We are creating a trusting, open and inclusive working</p>

situations with a “human touch”	<p>positive change</p> <p>We are proud of the organisation and our role in achieving the best outcomes for Barnet residents</p>	<p>and the contribution they make</p> <p>The principles of equality and diversity are embedded into everything we do</p>	<p>environment</p> <p>We are honest and inspire trust by saying what we mean, matching our behaviours to our words and taking responsibility for our actions.</p>
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## Knowledge, Skills and Experience

### Qualifications

- E - Degree level qualification or professional qualification related to Children and Young People
- E - Evidence of work related continuing professional development
- D – Post graduate commissioning / contracting / management qualification

### Experience and Knowledge

- E – In-depth knowledge and understanding of the statutory, regulatory, policy, strategic and service delivery framework in which local government operates as it relates to Children and Young People functions.
- E - Substantial experience of working in the field of Children and Young People from either within a local authority or education setting.
- E – Track record of successful leadership and managerial experience at a senior level, promoting, leading and managing change
- E- Significant experience of working successfully with Elected or Board members on complex issues, and the ability to work productively and closely with Members and provide clear advice on policy options.
- E- Track record of operating strategically on corporate projects and policy development
- E – Demonstrable experience of partnership working, including the ability to influence and lead corporate and multi-agency projects and initiatives effectively.
- E – A good knowledge of commissioning principles, processes and procedures and their application to the Children and Young People agenda.
- E – A good understanding and ability to drive through effective performance management
- E – An understanding and track record of effective community and customer engagement.
- E – Demonstrable experience of partnership working, including the ability to influence and lead corporate multi-agency projects and initiatives effectively.

### Personal Attributes

- E – Positive, committed, adaptable, robust and confident approach
- E – Ability to work under pressure and to motivate other to work quickly, without undue stress and demonstrate a duty of care
- E – Committed to diversity in service delivery and employment and champions the needs of all residents, particularly those with protected characteristics as part of the Children and Young People agenda.
- E – Customer and communities focussed and committed to delivery of positive outcomes for Barnet residents
- E – Innovative and creative approach to change
- E – Personal integrity

- E – Sound judgment in devising and evaluation options and dealing with complex issues.

E – Essential for the role.

D –Desirable for the role