

## ROLE PROFILE

<b>Service:</b>	<b>Joint Commissioning Unit</b>
<b>Location:</b>	<b>North London Business Park</b>
<b>Job Title:</b>	<b>Assistant Director</b>
<b>Grade:</b>	<b>LBB Unified Reward - Band O / Barnet CCG 8d</b>
<b>Post N°:</b>	
<b>Reports to:</b>	<b>Adults &amp; Health Commissioning Director (LBB) Director of Integrated Commissioning (Barnet CCG)</b>

### **1. Purpose of Job**

This is a joint post between Barnet Council and Barnet Clinical Commissioning Group.

The post holder will lead the Barnet Joint Commissioning Unit (JCU) which brings together health and social care commissioning activity across Barnet through a joint work programme. Working proactively with the Director of Integrated Commissioning (CCG) and the Commissioning Director, Adults and Health (LBB), they will embed a joint commissioning approach across the two organisations.

The post holder will work collaboratively across a multi-agency environment with a range of partners to develop practical responses to key strategic policy challenges, promoting innovation and creativity in service provision to achieve integrated outcomes for residents of Barnet. Central to the role is the development and maintenance of highly effective working relationships with stakeholders including Council Members, the CCG Board, GP wider membership and external partners.

The post holder will also be required to determine/ develop the approach and future shape of the commissioned services and provide strategic direction and management to deliver and improve service performance.

A crucial requirement of this post is the need to interpret, analyse and own the development of strategic solutions to complex, cross-cutting policy and commissioning challenges. Candidates will need to be able to demonstrate a proven track record of delivering high quality outputs – with a clear ability to think strategically – and the ability to work across team and organisational boundaries during times of increased pressure.

This role holds accountability for the successful delivery of the JCU function including programmes and projects through either directly leading these or by ensuring that team members effectively deliver a planned work schedule of programmes and projects with demonstrable outcomes.

## **2. Key accountabilities/duties/responsibilities**

### **2.1 Strategy, commissioning and policy development**

- Accountable for the development of commissioning strategies to achieve the Council and CCG's strategic outcomes across all JCU functions identifying interdependencies across projects/functions, potential impacts on wider organisation, resource requirements and building in contingency and adjustments as necessary. Critical to success will be involving or working with local partners – (e.g. Job Centre Plus, Police, NHS, Third Sector, Middlesex University) to ensure services are commissioned to deliver objectives within the resources available across the borough.
- Key aspect of the role is horizon scanning across all JCU functions and the wider local and regional health and social care landscape to assess both future needs and opportunities and stimulate and reshape the market by developing commissioning strategies reflective of these. This aspect will particularly link with, inform and be informed by the Joint Strategic Needs Assessment (JSNA).
- The post holder will maintain an extensive professional network of existing providers, potential future providers, fellow commissioners both local and national and engage with key strategic regional and national policy makers to inform development of strategy and policies. Maintain a good knowledge of emerging policies from government departments to assist in the thinking and definition of strategy discussions for the Council and CCG.
- Work with providers to put in place initiatives to ensure the market can respond to and meet service user/ patient and carer outcomes, and that commissioning plans are co-produced with service users/ patients, carers and other stakeholder groups.
- Identify gaps in health and social care service delivery and/or new commissioning opportunities and engage with relevant Commissioning Portfolio Directors or Strategic Leads and Delivery Units to recommend commissions to fill these gaps.
- Interpret local and national health and social care policy and develop responses on behalf of the Council and CCG as advised by the Lead Commissioners as the JCU's subject matter experts.
- Work collaboratively both internally and externally to ensure the commissioning of the most cost effective and successful services to meet the future needs of the Barnet residents with respect to the outcomes reflected in the LBB and CCG Corporate Plans.
- Ensure the commissioning portfolio is demonstrating value for money for the current spend through tracking, managing and delivering agreed benefits.
- Develop and implement qualitative and quantitative measures to determine performance against organisational strategy. Report progress against the strategy

through representation at senior management forums and by written reports to appropriate boards and groups of staff. Where necessary, identify, define and deliver technical and specialist solutions and manage agreed programmes and projects.

- Author and present reports summarising status on issues, appraising outcomes, and providing progress updates for the Council and CCG executives
- Review business cases as developed by the Lead Commissioners which contribute to effective commissioning outcomes.
- Ensure projects and initiatives either directly or through line management of the JCU function are delivered on time, to quality standards and in a cost effective manner, adjusting plans as required.
- Operate in a highly political and sensitive environment.

## 2.2 Leadership

- Provide strong leadership on health and social care commissioning, articulating change across a number of professional boundaries within and outside the Council and CCG.
- Recruit as necessary and performance-manage a team that delivers a range of tasks within a matrix structure in a new and challenging environment.
- Provide strong, visible leadership and professional supervision for JCU staff to ensure a high quality of service provision within professional guidelines and standards.
- Manage, motivate and develop staff within the team to ensure they are able to deliver the responsibilities of the JCU. Including working with guidelines and instructions on the management of disciplinary procedures, undertaking staff consultation and considering welfare and safety matters. Ensure that appraisals are undertaken regularly.
- Set clear accountabilities for finance, performance, delivery, risk; ensuring operational service delivery remains within Delivery Units within an agreed accountability framework.
- Represent the JCU in sensitive and political situations, delivering difficult messages where required to high-level audiences.
- Employ effective communication, negotiation and influencing skills to enable an effective change management with stakeholders at all levels (including senior management) who may hold differing and contentious views.

- The Assistant Director will have line management responsibility for a team of 12 and be accountable for the performance of the Joint Commissioning Unit – Adults Joint Commissioning Team

### 2.3 Financial Responsibilities

- Responsible for ensuring delivery of sustainable recurring efficiency savings across the JCU function with a focus on achieving value for money and ensuring high quality services are commissioned
- Manage the use of set resources (people, assets etc.) to ensure they are best deployed to meet identified needs and achieve agreed service outcomes and manage the day to day delivery of services.
- Manage operational budgets within agreed financial parameters, and monitor compliance with relevant legislation, statutory duties and Council/CCG policies to manage risk appropriately.
- Responsible for commissioning budgets, complex programmes and shaping the way resource is deployed.
- Respond to internal audit reviews and implement action plans within agreed deadlines.

### **3. Promotion of corporate values**

Ensure that:

- Outstanding customer/ patient care is maintained to the agreed standards for all customers of the Council and patients of the CCG's jointly commissioned services.
- Any issues or complaints are dealt with, and resolved, in an effective and timely manner.
- A high level of confidentiality is maintained in all aspects of work.

#### **4. Flexibility**

The post holder may be required to carry out other reasonable duties commensurate with the grade, as requested by the Adults & Health Commissioning Director and Director of Integrated Commissioning.

This job description is not exhaustive and may change as the post or the needs of the JCU develop. Such changes will be subject to consultation between the post holder and their manager and, if necessary, further job evaluation.

#### **5. Commitment to equality**

Deliver on the Council and CCG's commitment to equality of opportunity both in the provision of services and as an employer. Promote equality in the work place and in the services that the Council and CCG deliver.

## PERSON SPECIFICATION

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<b>Grade:</b>	<b>LBB Unified Reward - Band O / Barnet CCG 8d</b>
<b>Post N°:</b>	
<b>Reports to:</b>	<b>Adults &amp; Health Commissioning Director (LBB) Director of Integrated Commissioning (Barnet CCG)</b>

<b>Knowledge, training and experience</b>
<ul style="list-style-type: none"> <li>• Educated to masters level and experience of working at a senior level in commissioning. E</li> <li>• Significant senior level commissioning experience, including experience of leading service changes to completion. E</li> <li>• Significant experience of operating at a management level in a complex organisation. E</li> <li>• Successful track record of developing and delivering programmes of work and services which are effective at meeting patient/customer needs and are cost efficient. E</li> <li>• Extensive track record of successful leadership and managerial experience at a senior level, promoting, leading and managing change. E</li> <li>• Evidence of continued professional development. D</li> <li>• Significant experience of the commissioning cycle and how to use this to identify need, implement new solutions and evaluate progress. E</li> <li>• Strong track record of leading/sponsoring corporate projects and extensive knowledge of policy development and implementation. E</li> <li>• The ability to identify innovative solutions to new policy challenges and to equate clear measures to track implementation. E</li> <li>• Substantial knowledge of specific government policies and legislation affecting future integration and commissioning of local services. E</li> <li>• Significant experience of working successfully with elected or Board members and the ability to work productively and closely with Members and provide clear advice on policy options. D</li> <li>• Extensive knowledge of the adult social care and health landscape including relevant legislative and statutory frameworks, and the background to and aims of current social care and healthcare policy in London. D</li> </ul>

- Experience in budget setting and budget management, a track record of contributing to financially related decisions on high value spending, and working knowledge of financial processes. E
- Able to fully utilise risk management tools in identifying and assessing risk and applying appropriate and proportionate mitigations to risks throughout the commissioning life cycle. D
- Able to fully utilise standard Microsoft Office products. E

## **Skills**

### **Planning, organising and controlling skills**

- Highly developed problem solving and analytical skills. E
- Ability to analyse data \ identify current and future trends to shape future policy direction and advise on/develop commissioning opportunities. E
- Ability to identify risks, anticipate issues and create solutions and to resolve problems in relation to project or service delivery. E
- Ability to interpret a range of policy documentation in order to produce findings, identify cross cutting issues and scope for integration with other services. E
- Ability to draw qualitative and quantitative data from a wide range of sources and present in a clear concise manner. D
- Ability to analyse numerical and written data, assess options and draw appropriate conclusions. E
- Ability to work as part of and lead a virtual team across sectors and boundaries E
- A clear understanding of the priorities of other key partners such as health, police and 3rd sector. E
- High level critical thinking skills. E
- Demonstrates sound judgement in the absence of clear guidelines or precedent, seeking advice as necessary from executive directors when appropriate.

### **Communication and influencing skills**

- Ability to work effectively and build strong working relationships with a range of strategic partners to shape and influence their policy direction including health, police, 3rd sector, schools and central government. E
- Identifies opportunities for co-operation and interdependency across groups. E
- Ability to provide and receive, convey and present highly complex, sensitive and/or contentious information to large internal and external groups, responding openly to questions to ensure full understanding and engagement. E
- Ability to provide strong leadership on new policy direction, articulating change across a number of professional boundaries within and outside the Council and CCG. E

- Highly developed communication skills with the ability to communicate on highly complex matters and difficult situations, anticipating barriers and taking action to improve communication as necessary. E
- Strong interpersonal skills and able to challenge, support, influence and engage senior management and peers. E
- The ability to distil complex policy initiatives into simple concepts to be shared with a variety of audiences. E
- Champions a culture that values equality and diversity, and ensures these are built into the delivery of services. D
- Demonstrates a high level of personal drive and energy that sets an example to others. E
- Fosters a dynamic, achievement orientated culture. D
- Ability to work effectively in a political environment and establish positive relationships with councillors, senior managers, staff, external partners and interest groups in a way that establishes confidence, credibility and trust. E
- Highly developed negotiating and influencing skills. E
- Ensures there is a culture of continuous improvement and responsiveness to change. D
- Strong partnership development and management skills, including business acumen and negotiation skills. E
- Ability to inspire and motivate others with a distinct vision for change, setting clear objectives, and aligning the organisation through the change process, including providing appropriate support mechanisms for staff. E
- Ability to communicate with clinical, academic and all levels of staff effectively. E

#### **Initiative and Innovation skills**

- Demonstrable experience of partnership working, including the ability to influence and lead corporate and multi-agency projects and initiatives effectively developing a positive personal and organisational profile and building partnerships. E
- Have the right strategic and technical competency to ensure that the JCU is an effective commissioner and transformer of public services. E
- Ability to shape new policies and set long-term objectives aligned to wider NHS and social care strategic objectives and plans in an uncertain environment and to work in partnership with others to develop, take forward and evaluate service improvements. E
- Ability to work on own initiative and organise workload, allocating work as necessary, working to tight and often changing deadlines. E
- Ability to make decisions autonomously, when required, on difficult issues. E

### SUPPLEMENTARY INFORMATION FORM

<b>Post Title</b>	Assistant Director.
<b>Service Area</b>	Joint Commissioning Unit.
<b>Job Ref Number</b>	For office use.
<b>Budget management accountability</b>	Post holder acts as budgetholder for the Non Acute portfolio totalling c £90m with a contributory input into the authorisation of related expenditure as per Standing Financial Instructions of the CCG and LBB.
<b>Staff management accountability</b>	<ul style="list-style-type: none"><li>• Direct line management of Lead Commissioners x3 and Business Intelligence Officer x 1.</li><li>• Responsible for JCU Adults Joint Commissioning Team of 12 WTE.</li></ul>
<b>Physical effort</b>	N/A
<b>Working environment</b>	N/A