

## JOB DESCRIPTION

<b>Post Title:</b> Contracts & Commissioning Manager	<b>Director/Service/Sector</b>		<b>Office Use</b>
<b>Grade:</b> 10	<b>Workplace:</b> County Hall, Morpeth		<b>JE ref:</b> 3843 <b>HRMS ref:</b>
<b>Responsible to:</b> Senior Manager - Commissioning (Adult Services)	<b>Date:</b> 14.4.21	<b>Manager Lever:</b> N/a	
<p><b>Job Purpose:</b></p> <p>To be responsible for strategic planning, commissioning and contracting arrangements across a defined portfolio within the adults commissioning service, which includes health services commissioned and contracted on behalf of Northumberland CCG. The range of services in scope will include specialist and older persons residential care, domiciliary services, and day care. Whilst the focus will initially be on adults health and social care services the range of services in scope may extend to children's services depending upon the needs of the overall service.</p> <p>To develop robust contract and commissioning arrangements that fulfil statutory requirements and secure effective services that meet need and are good value for money. To achieve this through effective collaboration with:</p> <ul style="list-style-type: none"> <li>• service users and their families,</li> <li>• external service providers,</li> <li>• LA in-house service providers and lead professionals. (This may include but is not exhaustive of social work teams and healthcare teams, procurement &amp; legal teams).</li> <li>• representative groups and other stakeholders from across Northumberland.</li> <li>• To strategically plan commissioning and contract arrangement 3-5 years in advance.</li> </ul> <p>To support the Operational Manager – Contracts and Commissioning:</p> <ul style="list-style-type: none"> <li>• in the development of joint and collaborative contracts and commissioning arrangements.</li> <li>• to ensure financial controls are in place and accountability is managed effectively across the service area in respect of all commissioned services.</li> <li>• to drive forward Value for Money initiatives and contribute to the Council's efficiency programme.</li> <li>• to ensure that safeguarding is central to all commissioned services.</li> <li>• To ensure that all contracted services reach the highest possible quality standards</li> </ul>			
<b>Resources</b>	Staff	<p>The post holder will be responsible for the direct line management of staff which will initially include 5 Contract and Commissioning Officers.</p> <p>The post holder will be required to provide, advice, guidance and supervision in respect of specific activities to members of staff throughout the Directorate in dispersed locations.</p> <p>Provides advice and direction to multiple teams</p> <p>Will be required to advise, train, mentor and coach members of staff within the team.</p> <p>Will have responsibility for guidance and training of staff both internal and external from time to time.</p>	
	Finance	<p>The post holder will have responsibility for ensuring contract arrangements are in place for the commissioned spend of £80m adult social care budget and £30m CHC budget.</p> <p>Close working relationships with finance officers is required to ensure spend within this budget area is accurate and in line with contractual arrangements.</p> <p>To advise and support in delivering value for money improvements.</p>	

	<p>To assist in developing budget monitoring systems and process that facilitate effective spend of budgeted sums and service needs/trend analysis. Responsible for arranging and implementing any changes to financial care items on the financial system and contracting, monitoring and reviewing that support with particular focus on quality and value for money. To monitor services including cost.</p> <p>Is required to have a shared responsibility for developing policies and supporting procedures in relation to financial resources by ensuring that effective contracting arrangements are in place for Adult's Services. To lead on the development of value for money improvements. To lead on the development of budget monitoring systems and processes that facilitate effective spend of budgeted sums against service needs/trend analysis. This includes direct responsibility for ensuring effective spend of budgeted sums.</p>
Physical	<p>To operate key corporate systems particularly finance systems to ensure that service needs are met. Careful use of allocated tools and equipment including PC Input. Input and maintain key corporate sensitive and financial data and information, including complex data analysis.</p>
Clients	<p>Adults whose needs fall within statutory and/or universal frameworks and adult social care providers Internal clients including officers at all levels including Service Area and Senior Managers and Directors. Ensure compliance with relevant national legislation, council policies and procedures. Through assessment and analysis make decisions on how the needs of Northumberland's most vulnerable adults and the wider population are met as a result of changes to the way in which services are contracted and commissioned; these changes will have a very major impact on the well-being of substantial service users.</p> <p>To respond to enquiries and issues from Care Management, providers and service users/carers as appropriate. Significant interaction with Northumbria Healthcare Care Management staff and senior staff Ensure compliance with relevant national legislation, council policies and procedures</p>
<p><b>Duties and key result areas:</b></p> <p><b>Leadership and Management</b></p> <ul style="list-style-type: none"> <li>• Produce professional information, reports, briefings, presentations tailored to a range of different audiences.</li> <li>• Represent the Council and Service at local, regional and national meetings/events as appropriate.</li> <li>• To support the Operational Manager – Contracts and Commissioning on key projects as required and deputise where appropriate.</li> <li>• To support service improvement and preparation for statutory inspection.</li> </ul> <p><b>Contracting and Commissioning</b></p> <ul style="list-style-type: none"> <li>• To manage contract and commissioning arrangements with adult social care providers to meet identified need within the Wellbeing and Community Health Service. (need will relate to the physical, mental, social and economic wellbeing of people with an emphasis on adults as a client group.) Activity will include collecting and analysing data; writing contract documentation, grant agreements, Service Level Agreements etc and quality assurance</li> </ul>	

procedures; involvement in service re tendering and other procurement processes; and managing and monitoring contracts with support from Operations Manager. It will involve working positively and professionally with internal and external service providers and Service Users. The range of services to be included will have an emphasis on adult services but will also fall under the broader remit of the Wellbeing and Community Health Service.

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- To contribute intelligence to the strategic needs analysis process.
- To contribute to the development and review of a range of Joint Strategic Commissioning Strategies.
- To translate strategic plans into operational action plans and oversee the implementation of agreed priorities.
- To review budgets and resources across services and with partners as appropriate.
- To manage contribution of contracts team to market position statements and operational plans, policies and procedures.
- To service a range of Joint Strategic Commissioning Groups with key partners and to attend a range of meetings as directed by the Senior Manager - Commissioning.
- To advise on the business planning process and support the writing and development of business cases for the joint commissioning of services for example between health partners and the local authority.
- To take a lead on project management and change management activities as appropriate including:
  - Sector and service reviews
  - Preparing feasibility studies, business cases and reports
  - Effectively assessing project potential, funding sources and requirements
  - Assessing the cost/risks and benefits of respective projects
- To work closely with Senior Managers to ensure services are commissioned that are consistent with the requirements of the assessment and care management teams and that the resources available are effectively used and maximised
- To lead on the commissioning of identified services which will include liaising with the procurement team, drafting specifications and robust evaluation criteria, tendering and the evaluation of tenders, implementing and managing contracts, service level agreements and service specifications.
- To ensure that contracts are compliant with Contract Standing Orders and ensure there are appropriate levels of risk management, value for money and protection of the Council's interests.
- To negotiate legally binding contracts with external providers ensuring risk transfer, capacity and capability, value for money and protection of the Council's interests.
- To support the development of effective customer feedback and engagement systems in order to identify and inform improvement opportunities for new and existing services.
- To manage the process of decommissioning services as identified, particularly where there is provider contract failure.
- To work with in house providers and develop and build relationships with external providers (private, voluntary and independent) in order to develop flexible, responsive and personalised services that are delivered to the highest standard.
- Assist the Wellbeing and Community Health management staff to model, evaluate, interpret and link commissioning information and financial data ensuring that patterns and anomalies are identified and value for money is achieved.
- To produce detailed and articulate commissioning reports which enable senior managers to make strategic decisions and manage resources effectively
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### **Quality and Performance**

- To ensure good monitoring, evaluation and quality assurance processes are in place to inform commissioning decisions and benefit service user, with a particular focus on safeguarding and value for money. To work closely with external agencies and report on joint performance management of services.
- To oversee systems to identify and address poor performance by providers and take rapid and decisive action in the event of providers failure to meet contractual obligations.
- To have oversight of service quality reviews. This will involve quality assuring reports produced by others and may also involve undertaking complex and contentious review and safeguarding visits. This process is to monitor on behalf of the Council, commissioned care services to ensure that appropriate challenge is provided to support the continuous improvement of standards.
- To ensure quality monitoring is robust, accurate and defensible to against any subsequent legal challenge against the Council.

- To support the development of robust mechanisms for performance monitoring the standard and effectiveness of strategic commissioning issues and quality of services and may include benchmarking of services locally and nationally. This will include liaison with external partners such as the Care Quality Commission (CQC), health commissioners, CCG and Healthwatch.
- To manage a staff team to support compliance with the Council's Safeguarding arrangements, by all contracted Services.
- To manage a staff team to work with service providers and regulatory bodies to ensure that where there are quality and/or financial issues, guidance and support is given, Service Improvement Plans are put in place and monitored and enforcement action is taken.

### **Finances and Budgets**

- Monitor budget and income performance to ensure effective resource utilisation within agreed budget allocations and in accordance with agreed procedures and the Council's Financial Regulations.
- Contribute to the delivery of a balanced budget seeking and identify areas for efficiency and improvement and making the most effective use of resources
- Establish robust systems of financial control
- The post holder will have direct responsibility for managing a budget of approximately £160K and be an authorised signatory for this budget. In addition the post holder will also deputise for the Operational Manager in verifying and signing off contracts for the delivery of provider services.
- To review budgets and resources with commissioned services across the Service with a view to supporting the Senior Manager – Commissioning.. This will include de-commissioning services and the redirection of resources to deliver key targets and outcomes as well as identifying areas for efficiency and improvement and making effective use of resources. This may involve the adaptation of established policies and processes to better meet the changing demands placed upon the service.
- Where appropriate, to manage and support a staff team to negotiate legally binding contracts with external providers ensuring risk transfer, value for money and protection of the Council's interests. This will include the need to be proactive in identifying "value for money" improvements and ensuring compliance with the Council's procurement arrangements.
- To lead the development of robust mechanisms for establishing quality and financial control. This will include developing technical, information and budgetary support systems (including SWIFT) in order to meet specific requirements in a robust and timely manner.
- To lead on the development and delivery of key service types and long term projects which provide for real efficiency savings and/or continuous service improvements in quality, performance and efficiency. This will include leading on aspects of commissioning associated with the implementation of care planning. It will also include sub regional commissioning activity which has a current focus on the mechanism to support the purchase of services with independent providers. Assist in supporting the development and delivery of projects.
- To ensure key business linkages are in place between the commissioning, finance, procurement and operational functions across the Group.

### **Staff**

- Influence change with staff across the Directorate by co-ordinating and directing employees across several different areas of activity in order to ensure that commissioning solutions are properly adopted and an improvement to outcomes and cost savings are achieved.
- Manage staff, which will include direct responsibility for supervision, allocation and checking of work, providing direction, co-ordination of and identification of training, through formal training or on-the job training and development needs
- Conduct staff appraisals; allocate individual work objectives to reflect service need.
- Ensure a clear understanding of policies and procedures and the importance of putting them into practice. Ensure the policies are consistently applied within areas of responsibility,
- Deal with any capability and discipline, health and safety, sickness absence management issues in accordance with agreed policies and procedures.
- As required to provide advice and support to internal and external staff, in respect of contracting and commissioning arrangements, compliance and monitoring and support with the provision of information in relation to Freedom of Information requests. This may include mentoring and coaching of other staff within the team, as and when the need arises.
- Management of staff who will be dispersed.

## Partnership

- Work collaboratively with a range of statutory and non statutory partners.
- Work closely with the Clinical Commissioning Group (CCG) and other health partners to support the coordination of joint commissioning arrangements to ensure that appropriate contractual arrangements are established.
- To support the development of relationships across independent, voluntary and public sector partners which promotes participation, involvement and the co-production of service re-design and review.

The duties and responsibilities highlighted in this Job Description are indicative and may vary over time. Post holders are expected to undertake other duties and responsibilities relevant to the nature, level and extent of the post and the grade has been established on this basis.

## Work Arrangements

Transport requirements:	Involves travel to work sites, area offices or training venues throughout the County and other North East Authorities. Involves travel to Provider premises throughout the County, North East and further afield on occasion.
Working patterns:	Normal office hours however due to the nature of the service flexibility of start and finish times and occasional weekend working may be required.
Working conditions:	There maybe a requirement for out of hours and weekend working to oversee quality and safeguarding monitoring visits.
	Mainly office based but some travel required.
	Ability to undertake monitoring and review of services with the ability to deal with service providers and clients. This will include vulnerable adults and dealing with situations they may present, for example social, emotional and mental health issues. It will also involve working in challenging situations with relatives and carers ensuring expectations are managed in line with service development. There will be some exposure to seeing upsetting and disturbing content.

## PERSON SPECIFICATION

Post Title: Commissioning Manager		Director/Service/Sector:		Ref: 3843
Essential		Desirable		Assess by
Knowledge and Qualifications				
<p>Advanced demonstrable knowledge evidencing both depth and breadth of:</p> <ul style="list-style-type: none"><li>Local government and the political framework</li><li>Legislation, policy and practice portfolio area including education, social care and health.</li><li>The range of services involved in supporting adults and their families</li></ul> <p>Advanced demonstrable knowledge evidencing both depth and breadth of:</p> <ul style="list-style-type: none"><li>Contracting and commissioning procedures</li><li>Quality monitoring and safeguarding frameworks</li><li>Budget management</li><li>Inspection regimes and regulation eg CQC</li></ul> <p>Degree / or significant experience in relevant business related subject and/or appropriate professional qualification relevant to the position.</p> <p>Additional qualifications or evidence of continuing professional development or equivalent significant experience in contracting and commissioning.</p>		<p>Project management/management of change.</p> <p>Knowledge of contracting and procurement systems and practice, policy and relevant legislation.</p> <p>Demonstrable knowledge of provider markets.</p> <p>Knowledge of Northumberland’s Safeguarding Policies and Procedures</p> <p>Management qualification.</p>		
Experience				
<p>Significant experience in local government, health or other relevant environment.</p> <p>Experience of public sector contracting and commissioning process and partnership working across agencies to deliver improved outcomes.</p> <p>Demonstrable experience of working in a social care or health environment.</p> <p>Demonstrable experience of managing relationships with providers.</p> <p>Experience of strategic working - producing or implementing strategies/plans or policies to a standard required of a senior officer of the council.</p> <p>Demonstrable experience of developing service specifications and contract terms and conditions.</p> <p>Demonstrable experience of undertaking tendering exercises and/or letting of contracts whilst working with procurement teams.</p> <p>Experience of operational or supervisory management.</p>		<p>Developing and implementing service wide quality assurance frameworks and systems.</p> <p>Experience of successfully initiating, implementing, developing, managing, monitoring and evaluating projects.</p>		

<p>Experience of leading and managing change effectively.</p> <p>Demonstrable experience of ability to take operational decisions that will resolve issues/problems as they arise.</p>		
<b>Skills and competencies</b>		
<p>A sound understanding of financial systems, budgetary monitoring and systems and experience of managing significant budgets.</p> <p>Ability to investigate, analyse and interpret highly complex management, financial and service provision information to arrive at a judgement when comparing and contrasting service bids; ensuring the best possible outcomes for children and young people and the wider population and best value principles are adhered to.</p> <p>Commercially aware and able to understand the relationship between costs, quality, customer care and corporate performance assessments with an excellent aptitude for developing innovative solutions for complex problems.</p> <p>Advanced verbal and written skills and the ability to communicate effectively with people at all levels.</p> <p>Able to clearly explain organisational goals and priorities, ensuring a shared understanding and alignment to council objectives.</p> <p>Demonstrable experience in dealing with a range of staff internal and external to the Council, ranging from providers and care staff at both operational and senior manager level. Able to build effective relationships exercising highly developed influencing skills which lead to negotiating in a tactful and diplomatic manner with people at all levels and throughout a range of organisations.</p> <p>Able to analyse and interpret highly complex numeric data, trends in service usage, performance and information in order to plan and prioritise the commissioning function.</p> <p>Ability to apply robust review procedures and decommission services that do not meet the needs of children, young people and their families or the wider population.</p> <p>Ability to constructively challenge established practice and engage with people effectively in redesigning services that focus on outcomes for adults with social care needs and their families. Creative thinking and the ability to develop innovative solutions to promote service improvements using initiative and discretion over a broad area of activity.</p>		

<p>Competent IT skills to enable effective communication and planning. Ability to use a range of computer packages including Microsoft and Google.</p> <p>The ability to work to tight deadlines and to manage competing and conflicting priorities.</p> <p>Ability to manage own time and schedule activities to meet deadlines.</p> <p>Ability to work flexibly and creatively as part of a team.</p>		
<b>Physical, mental and emotional demands</b>		
<p>To be able to work under considerable pressure caused by significant workloads rigid deadlines and conflicting demands.</p> <p>Ability to demonstrate resilience, emotional intelligence and considerable independence.</p> <p>Ability to maintain enhanced concentration for frequent and lengthy periods of time over a range of activities/prolonged periods of mental attention.</p> <p>A proactive, enthusiastic, and committed approach to work.</p> <p>Ability to undertake out monitoring and review of services with the ability to deal with service providers and clients. This will include vulnerable adults and dealing with situations they may present, for example social, emotional and mental health issues. It will also involve working in challenging situations with relatives and carers ensuring expectations are managed in line with service development.</p>		
<b>Other</b>		
<p>High personal standards of integrity and probity.</p> <p>The applicant should have a full driving license and a vehicle.</p> <p>Be prepared to work unsocial hours on occasion to meet the needs of the job.</p>		

Key to assessment methods; (a) application form, (i) interview, (r) references, (t) ability tests (q) personality questionnaire (g) assessed group work, (p) presentation, (o) others e.g. case studies/visits