



**Your Authority:** City of York Council

**Your Job Title:** Assistant Director, Joint Commissioning

**Your Name:**

**Your Line Manager:** Martin Farran

**Date:** 23/10/17

### **1: Purpose of job:**

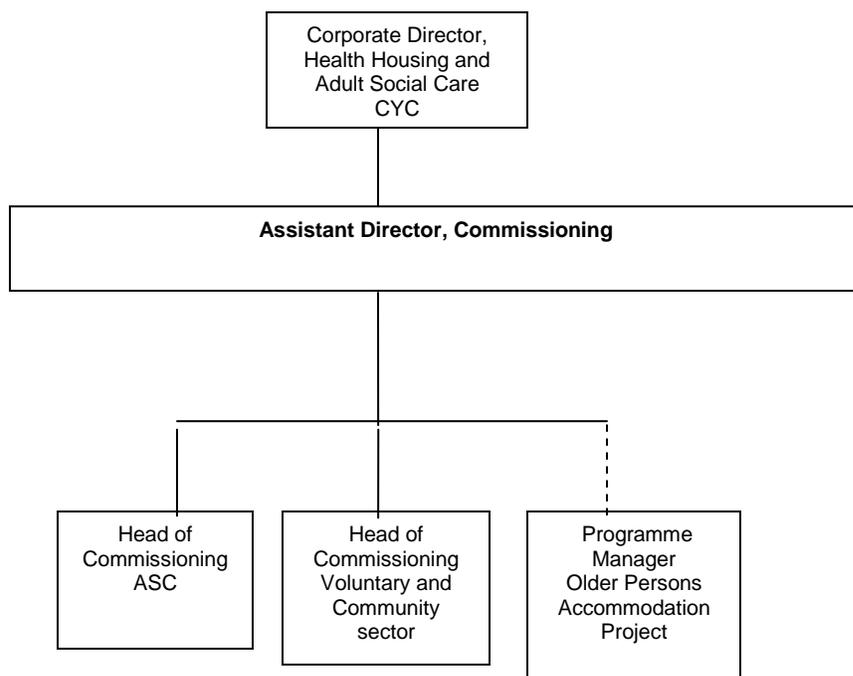
As a member of the Council's Corporate Leadership Group (CLG) actively contribute to the strategic management to ensure achievement of the Council's aims and objectives. Working with partners, and supporting York's Place Based Board, align and develop integrated commissioning strategies that support a one plan, whole system approach to , improve the health and wellbeing outcomes for the population of York through the use of community assets, local skills and knowledge.

Implement commissioning strategies and operational responses that meet a place based approach to commissioning, strengthening relationships between both City of York Council (CYC) and the Vale of York Clinical Commissioning Group (VoY CCG) and other key stakeholders, maximising the benefits of integration.

As a member of the Directorate Management Team for Health, Housing and Adult Social Care (HHASC) provide leadership, support and direction to the workforce to transform services, manage cultural and structural change.

Direct the work of the commissioning in HHASC with a view to creating a single commissioning unit.

## 2: Organisation chart:



## 3: Key responsibilities:

### Leadership

- As a member of the Corporate Leadership Group (CYC), provide visible leadership, model the values and behaviours of the organisations and help manage cultural and structural change.
- As a member of the Directorate Management Team for Health, Housing and Adult Social Care provide leadership, support and direction to the workforce to help develop a new relationship with citizens and promote high levels of satisfaction with council services.
- Work with Senior leadership teams across both City of York Council (CYC) and the VoY CCG to build and strengthen relationships, develop and share good practice and align commissioning activities in a place based way, to improve outcomes for the population of York supporting a sustainable health and social care (well being) system.



### **Transformation**

- Align, identify and look to develop joint commissioning strategies and responses working with VoY CCG, key stakeholders and partners to deliver an integrated approach to health and social care commissioning;
- Ensure that commissioning decisions improve the health and wellbeing of the population of York, through use of community assets, local skills and knowledge in line with the ethos of prevent, reduce, and delay.

### **Strategic Management**

- Ensure that strategy, policy and practice relating to commissioning and procurement are consistent, coherent and focused on citizen outcomes.
- Work across the health and social care system ensuring the commissioning activities are evidence based, draw on hard and soft shared intelligence, use and inform Joint Strategic Needs assessment to produce better outcomes and value for money;
- Develop service specific commissioning strategies such as mental health and disabilities , Children's commissioning to include transitions, personalised health budgets
- Annually review health and social care commissioning strategies and market position statements to reflect operational experience and keep pace with external changes in market conditions
- Annually develop short, medium and long term commissioning plans for the delivery of a wide range of joint and organisational specific commissioned activities which supports service and budget plans.

### **Citizens and Stakeholder Engagement**

- Engage with citizens and other stakeholders within the health and social care system, so that all activity is underpinned by the principles of Co-Production.
- To develop asset based community development activities which enable the council to explore new options and develop innovative ways of meeting aspirations and needs

### **Partnership working**



- To strengthen relationships with key players in health and social care system, so that there is a common understanding of the challenges and opportunities facing the system and that collaborative problem solving approaches are adopted.
- Meet with regulators, national and regional bodies to exchange information and intelligence, which will help maintain, improve and enforce standards.
- Work with strategic partner organisations so that place based commissioning decisions are made jointly with other commissioners and that good practice and learning is used to review provision and appraise options.
- Develop and maintain a system of ongoing engagement with other stakeholders, internally and externally, including community and voluntary sector, independent, and private sector providers.

#### **Financial and Resource Management**

- Through the leadership of the commissioning team within CYC (HHASC) and working with VoY CCG, identify opportunities to improve outcomes and achieve financial efficiencies for health and social care.
- Look for opportunities to make better use of commissioning resources available within CYC , VOY CCG, plus partner organisations in a place based way.;
- Develop the most effective working processes and structure to create one integrated commissioning approach and foster and build a cohesive one team culture
- Lead and manage ongoing programme management functions relating to the Better Care Fund and associated programmes of work taking a multi agency approach to support system development.
- Ensure that operational controls on activity, expenditure and income are robust and that these are fully understood by commissioning teams, staff, VoY CCG and other partners other council officers and members. .
- Ensure that commissioning decisions inform and are conducted in accordance with both organisations financial regulations and standing orders and that rigorous programme and project management arrangements are in place and that an annual risk management review is carried out.
- Implement robust and effective quality assurance and contract management arrangements to maintain standards and safeguard people.



- Promote diversity and equality in the market for care and support of local people and enable people to choose from a wide range of high quality services that meet their needs.
- Ensure that all processes and decisions for commissioning activities comply with legislation and competition requirements that apply to NHS and local Government.

### **Workforce Development**

- Work with partners to understand the local labour market and agree a workforce development strategy that recognises medium term pressures and develops interventions designed to improve capacity.
- Understand the organisational development needs of the directorate so the council can build a workforce fit for the future and capable of delivering its long term vision.

### **Political Interface**

- This is a politically restricted post, which requires the post holder to develop and maintain positive and effective working relationships with elected members and the leadership of the council.
- Advice on professional and service issues will be provided directly to the Executives, as well as Corporate Management Teams.
- The financial context of the health and social care system means that options will need to be presented for decision requiring objective and politically sensitive advice to elected members.

## **4: Work example:**

The Better Care Fund is a national programme designed to speed up the integration of health and social care by requiring local authorities and NHS organisations to pool funding and identify new and innovative ways of meeting needs. The programme is not supported by any new funding - instead the council and the Vale of York Clinical Commissioning Group are expected to examine their pre-existing programmes and look to find ways of re-commissioning services to meet national and local targets. A programme was successfully negotiated for 2017/18 requiring difficult negotiations involving the Chief Executives of the council, the Accountable Officer from CCG and national organisations, such as NHS England and Department of Health.



By having a joint post, and aligning commissioning strategies across health and adult social care, the development of a Joint Commissioning Plan will support the delivery of better outcomes across health and social care. Such a joint plan is seen as a fundamental building block to enable integration of health and social care activities, achieve improved effectiveness and make better use of the collective resources of a financially challenged health and social care system. This required reaching agreement with all partners who are represented on a local Place Based Improvement Board and the local, statutory Health and Well Being Board. Discussions will take place individually and collectively with Chief Executives and Directors of partner organisations on an individual and collective basis. Ultimately, the outcome of this piece of work will result in the joint commissioning of hundreds of millions of pounds of activity over the next 5 years.

During the last twelve months a wide range of transformation projects have been planned, commissioned and implemented which have made significant progress in transforming the quality of care and support services in York. This includes the delivery of new Supported Housing Schemes, the Transforming Care Programme, Community Wellbeing Service, New Advocacy Service, Carers Services, a new model for the delivery of Direct Payments and a three year agreement with independent providers on the Actual Cost of Care

## **5: Knowledge and experience:**

### *Knowledge*

- A thorough knowledge and understanding of the workings of local government and / or NHS.
- A degree level qualification and/or professional managerial qualification;
- Understanding of organisation structure, operations, decision making channels, planning processes and systems and the ability to identify opportunities for improvement

### *Skills*

- Ability to successfully develop and deliver strategies to meet objectives across two independent organisations, which are both complex and multi-functional organisations;
- Ability to manage large and complex budgets with an emphasis on value for money and efficiencies



- Highly effective leadership and motivational skills and behaviours that develop and inspire others, promote high standards and collaborative working amongst internal and external stakeholders;
- Outstanding interpersonal, negotiating and commissioning skills;
- Excellent verbal and written communication skills that are persuasive, informative and effectively engage the interests of a wide range of audiences;
- IT skills and the ability to fully exploit access to modern Information technology;
- Highly developed skills in numeracy and budget management; corporate and service planning skills that ensure effective resource management, service delivery, best value and continuous improvement;
- High quality analytical and problem solving skills.
- Ability to keep equality of opportunity and diversity at the heart of all strategic management and operational activity
- Ability to advise, influence, persuade, command confidence and act assertively in a political environment with all key partners, internal and external

#### *Experience*

- A successful track record of achievement in a senior management role
- Substantial record of achievement in successfully managing change and large-scale projects;
- Significant experience of successfully motivating, managing, persuading and leading staff;
- Wide experience of successful inter-agency working and demonstrable success in developing effective collaborative working with a range of stakeholders to achieve objectives;
- Experience of significantly improving service delivery;
- Evidence of decision making based on sound risk management principles and contingency planning, which comply with the Council and VoY CCG Procedures and processes
- Experience of managing performance within a complex environment where there is constant challenge and change



- Experience of negotiating significant contracts, commissioning services and monitoring provision

## **6: Impact:**

### **a) On the wider community and/or external organisations**

The postholder is responsible for developing a range of short, medium and long term strategies to deliver improvements in health and well being of local people and the commissioning and letting of contracts for a wide range of services.

*Examples include Mental Health Pathways, Accommodation and Support, Older Persons Accommodation Strategy, Family Community Well Being Service, Contracts for Blind, Partially Sighted and Sensory services, Adult Community Transport, Advocacy Services, etc*

These strategies will influence decision making by:

- the CCG executive team and governing body and
- the council's corporate management team and the councils political executive

and will impact upon resource allocation across the city. Commissioning decisions will impact upon virtually every geographic and interest community across the city.

Major decisions will have a significant effect upon how human and other resources are organised and whether services are provided directly by the council, indirectly through external bodies or some other form of partnership vehicle.

The postholder will be directly responsible for developing and presenting proposals relating to the provision of adult social care and health services, but will also contribute and influence strategies relation to housing, children's services, leisure, economic regeneration and the use and quality of public spaces.

*The postholder will represent the Corporate Director on a number of internal groups such as Capital Asset Board, Vulnerable Persons Strategy Group, Joint Strategic Needs Assessment Steering Group, etc,*

### **b) On your own organisation**



The postholder is a member of the councils Corporate Leadership Group and a member of the Directorate Management Team and will act as principal policy advisor on certain issues.

The work of the post holder will need to be aligned with other medium and long term strategies of the council and CCG, crossing all service and organisational boundaries but will also need to contribute towards the national target for integration by 2020, plus the city's ambitions to achieve its vision for 2030.

The post holder is responsible for developing and assisting in the development of strategies that have a significant impact upon the health and well being of the wider population. .

It is a key leadership role that involves regular contact with external bodies on a local, regional and national basis and the postholder is expected to be an ambassador of the council as well as an advocate for the needs of the local population.

## **7: Key contacts and job context:**

### *Contacts and relationships*

- The post holder will have regular contact with: the Chief Executive, Directors and other senior managers and leaders within the council and CCG to develop medium and long-term strategies to improve outcomes for the population of York and support a sustainable health and social care system.
- The postholder will need to work particularly closely with operational commissioners based in the Local Authority and the VoY CCG.
- There is a need to draw upon good practice, guidance, intelligence, knowledge and research from a range of national and international sources to meet the social care needs of the adult population of York and contribute towards national strategies and performance targets
- Advice on professional and service issues will be provided directly to political portfolio holders, as part of the Executive, as well as the Corporate Management Team
- Negotiations will be conducted with senior managers from partner organisations, often at a chief executive and director level.



- Interpersonal, networking and influencing skills are important, along with a high degree of emotional intelligence.
- Frequently the post holder will intervene when there is conflict or failure to agree on business-critical issues.
- The post holder will be expected to meet with regulators and civil servants from national government.

#### *Decisions*

- The post holder will often be required to represent the Local Authority in strategic and partnership bodies.
- In accordance with the council's scheme of delegation, the post holder will be authorised to agree a single item of expenditure up to £50,000 but will regularly be presenting proposals over £500,000 and £1million to the Corporate Director and Chief Finance officer respectively.
- The post-holder will need to be familiar with both organisation's governance and decision making powers as well as financial regulations and standing orders.
- Options will frequently need to be presented to the Council and VoY CCG Executive because of the impact upon policy and strategy.
- The post holder will be routinely making decisions that have a significant financial or service impact critical to the organisation's success in respect of the wider City of York agenda and the specific portfolio responsibility
- Decisions will need to be appraised for the equality of the outcomes, consistency with the council's vision for York and compliance with legislative requirements
- Familiarity with the sources of professional advice and standards of a range of professional disciplines is required as part of the path to effect option appraisal.
- Complex, multi-faceted impact assessments will need to be made to guide decision making, so that any unintended consequences are avoided.
- The post holder will at times be required to lead on commissioning issues that cross all professional and functional boundaries within the council,

#### *Creativity and Innovation*



- This post requires the post holder to use a high degree of creativity and innovation both in thinking and ways of engaging many stakeholders.
- The post-holder will often be engaged in strategic level discussions with partner agencies in situations that are without precedent and able to demonstrate flexibility when co-designing options.
- In health and social care whole system solutions are needed that recognise the complex inter-relationship between actions that impact upon customers of the local authority and patients accessing the NHS.
- The post holder will need navigate governance and decision making structures of a range of public, private and third sector organisations to receive the endorsement to innovate and put in place arrangements bespoke to York.
- The effect of austerity measures and reductions in subsidy for the public sector mean that solutions are increasingly dependent upon securing the support and consent of local communities.
- Processes and business architecture needs to be designed to ensure that they are based on the principles of good governance but sufficiently flexible to be an enabler rather than a barrier to progress.

## 8: Your managerial responsibilities:

### a) Staff (numbers by grade)

	Grade 04		2
CYC	GRADE05	1.18	2
	GRADE06	1.00	1
	GRADE07		12
	GRADE09	3.81	4
	GRADE10		3
	Grade 11		1
	GRADE12	2.00	2
Total			27

### b) Budgets (inc contracts):

CYC:

Revenue Budget	£18, 250,000
Capital Budget:	£2, 995,000

### c) Assets

(E.g. property, plant): Please indicate nature of the responsibility, e.g maintenance, management.

## 9: Any other aspect of your job that should be considered?

### Work Demands

- This is a high-pressured job requiring the post holder to manage planned programmes of work that will deliver results over several years and respond to the most pressing issues of the day.
- The post holder will meet frequently with senior managers and politicians and will need to be flexible to personally take on unplanned work and reprioritise work.



- Unpredictable, unplanned interventions are frequently required, reflecting the fragile nature of the health and social care system in York.
- The post-holder will need to maintain a strong focus and ensure that others remain focused on the most important priorities.

#### *Physical Demands*

- The post holder will need to demonstrate significant resilience and mental strength in performing the requirements of the role in a system that is reaching tipping point.
- Negotiations are often lengthy and protracted and the post holder will need to rely on intuition and patience to secure outcomes through a complex system.

#### *Working Conditions*

- The post is essentially office based although regular contact is required with partner organisations .
- Attendance is required at public meetings and outside bodies, locally, regionally and nationally.
- Flexibility is needed in terms of working hours and working patterns to ensure sufficient reach and access to decision makers in other organisations.

#### *Work Context*

- The post holder will need to be able to cope with high and changing demands, which will require flexibility in time management and prioritisation.

**Signed:**

**Postholder:**

**Date:**

**Line Manager:**

**Date:**