JOBS DESCRIPTION

Post Title: Joint Director of Integrated Commissioning  
Post No.:  
Indicative Grade: Service Head Band 1 (£88,731 - £102,579) 
(NHS Agenda For Change (AFC) Band 9 equivalent)

Directorate: Health, Adults & Community

Responsible to: Jointly to the Corporate Director of Health, Adults & Community & Chief Officer of the Clinical Commissioning Group (CCG)

Responsible for: Integrated commissioning strategy and delivery across health and social care plus Access to Resources (brokerage) functions

Areas of responsibility for the post will be reviewed from time to time.

JOB PURPOSE

To provide strategic direction, corporate leadership and advice on all matters relating to integrated commissioning across health and social care. In doing so, ensure that statutory requirements for both the Council and CCG are met and that accelerated and sustained improvements in performance against targets are achieved.

To provide leadership of the health and care commissioning system for Tower Hamlets and act as the key Tower Hamlets contact for commissioning across the East London Health & Care Partnership (ELHCP – formerly the North East London Sustainability & Transformation Plan) and Waltham Forest & East London (WEL – Waltham, Forest, Tower Hamlets & Newham) systems.

To lead and develop the integrated staff team working on health and care commissioning in Tower Hamlets.

To lead for Tower Hamlets Together (THT – our health and social care partnership for Tower Hamlets), the development of integrated commissioning based on outcomes, working under the framework agreed by the Health & Wellbeing Board (in current NHS terminology this is the local accountable care system).
To be accountable for pooled and integrated budgets across the Tower Hamlets Together health and social care partnership.

To commission all services in an integrated way including through formal partnership arrangements which may include pooled budgets, lead commissioning and joint commissioning.

Through effective quality monitoring, to ensure that all services commissioned are of high quality, safeguard vulnerable adults and children and deliver best value across the system.

To provide robust commissioning support in relation to access to resources including sourcing placements and services, supporting direct payments and integrated personal budget arrangements and managing related procurement and financial activity with the respective functional teams.

**KEY RESULT AREAS**

**Integrated Commissioning:**

- To deliver high quality, value for money services driving forward a culture of continuous and ambitious improvement with a core focus on:
  - improving the quality of life for those living and working in the Borough
  - a population health based approach
  - delivery of the objectives set out in the Health & Wellbeing Strategy
  - a system approach to looking at costs, savings and investment
- To deliver those elements of the Council/CCG strategic and operational plans allocated to the service.
- To participate in the preparation and monitoring of the CCG’s strategic direction and annual objectives.
- To participate in the Council’s medium term financial planning process.
- To lead and coordinate the production of an annually refreshed five year commissioning strategy for the CCG, underpinned by effective clinical, community and provider engagement.
- To lead and coordinate the production of the CCG Annual Operating Plan, including Quality, Innovation, Productivity & Prevention (QIPP) for the CCG, co-ordinating the negotiation of public, private and voluntary sector contracts, a clear performance management framework with regular contract monitoring and review and an annual service redesign programme that flows from the commissioning strategy.
- To create a clear system of commissioning programmes to enable effective delegation to team members ensuring that strategic commissioning and individual provider contracting requirements align.
- To manage the CCG’s co-commissioning responsibilities; ensure the CCG members are fully engaged in delivering improvements in the provision of Primary Care Services.
- In conjunction with the Governing Body and Executive colleagues, to develop a clearly defined CCG strategy within each providers can improve the performance and quality of their services.

1 The post is focused on the delivery of outcomes for all those who live, work or visit the borough – health commissioning responsibility is for those who are registered with GPs in the borough (registered population) and social care responsibility is based on the resident population.
• To work in partnership with internal and external stakeholders to maximise choice and responsiveness to the needs and aspirations of the local community.
• To provide accurate and timely advice to senior officers, elected members and non-executives
• To work with the Director of Quality and Performance and other key stakeholders to ensure a systematic, strategic approach to quality, safety (including safeguarding) and patient/service user/carer experience with effective measures and monitoring in all contracts.
• Represent Tower Hamlets CCG and the Council in respect of ‘Transforming Services Together’ and actively promote the delivery of the WEL integrated Care Programme.
• To promote actively a culture of provider development, using this as a driver for system-wide transformational change and continuous improvement in the quality, clinical effectiveness, safety and experience of patients/service users/carers in regard to the services commissioned, translation into, and delivery of, annual operating and QIPP plans.
• To work with colleagues across the CCG, Council and partners to continue to achieve better alignment of digital strategies and integrated data use across the borough
• To promote partnership and integrated service provision with children, young people, adults, families and carers, the third sector and other independent providers, NHS partners, other Council directorates, other public service agencies, local networks and partnerships.
• To ensure that all services are person-centred, promoting independence, opportunity and choice within the resources available, statutory requirements and the Council/CCG’s agreed eligibility criteria, policies and strategies.
• To ensure that high quality services are provided to service users, carers and patients through the application of innovative approaches and high standards of customer care, seeking to deliver performance in all areas that is as good as or better than any other local authority/CCG in the country.
• To ensure all services have effective mechanisms in place to protect, prevent and assess the safety and welfare of children and vulnerable adults.
• To ensure that integrated commissioning is developed through a co-production approach which provides meaningful opportunities for local people who use services to engage in the commissioning, monitoring and review of services.

Specific objectives and targets will be allocated through the Council and CCG’s budget process, corporate planning and performance management frameworks and through day to day line management, supervision and appraisal processes.

Leadership and Management

1. To work proactively and in collaboration with your Directorate Management Team, other senior managers across the Council, CCG and partners to ensure services are integrated at the point of design and delivery
2. To act as a full voting member of the CCG’s Governing Body and to play a major part in the corporate management and strategic planning of the CCG and deputise for the Chief Officer where necessary
3. To lead and develop modern, dynamic commissioning approaches embodying best practice and current thinking
4. To support organisational change and learning, ensuring appropriate systems of performance and development, communication and engagement, quality measures, monitoring and review are in place for all services and the workforce that delivers them.
5. To ensure all activities and services, are delivered in line with the public sector equality
duty and, where possible, eradicate all forms of discrimination.

6. To ensure all staff are managed in line with the Council’s or CCG’s Human Resources
policies and procedure and to take active steps to implement and achieve the
objectives for workforce development.

7. To contribute to the development of the medium term financial strategy, produce annual
budgets and forecast future financial requirements and to deliver services within
budget, identifying and taking management action as necessary.

8. To assist senior finance colleagues to ensure that the CCG has a financial framework in
place to operate within its resource limit, to meet its financial obligations (and similarly
with the Council’s medium term financial strategy).

9. To work with senior finance colleagues to translate the commissioning strategy into a
long term financial model and annual operating plans, ensuring effective benchmarking
of efficiency and value for money as part of the annual service redesign programme.

10. To work with the senior finance colleagues to embed cross provider information for
commissioning at GP, Locality and Tower Hamlets wide commissioning levels.

11. To manage defined CCG or Council budgets, ensuring compliance with the relevant
financial regulations.

12. To seek and deliver on all opportunities to create efficiencies and assist in transforming
health and social care.

13. Working as part of a senior leadership tier, develop wider partnerships working with key
stakeholders or other local authorities as appropriate.

Main Responsibilities

1. To ensure all teams within area of responsibility are led and managed effectively,
ensuring that service plans are produced which specify outcomes, performance
measures, standards and resource allocation and underpin these plans with a
performance management system involving all staff.

2. To represent the Council and CCG on issues relating to areas of responsibility at all
levels both within the Council, CCG, THT, ELHCP, WEL and externally and to maintain
professional relationships with other local authorities, partner organisations, government
departments, funders, and other relevant local, regional and national bodies ensuring that
good practice is highlighted and the reputation of the Council/CCG/THT enhanced.

3. Provide leadership ensuring that there is an ambitious, highly visible, actively managed
programme of organisation development initiatives in train, designed to shape the system
culture in support of the agreed objectives and a commitment to put patients/service
users/carers at the centre of all commissioning decisions.

4. To manage budgets and income delivery targets effectively ensuring that resources are
deployed in line with agreed priorities and that opportunities for efficiencies are
systematically explored and developed.

5. To manage, monitor and control externalised contracts effectively ensuring that Service
Level Agreements, service standards and contractual obligations are met.

6. To lead on borough-wide and strategic initiatives as required and support corporate
boards. Collaborate with colleagues to deliver cross-Council and cross-system projects
and work themes.

7. To deputise for the Director of Health, Adults & Community and Chief Officer internally
and externally, ensuring effective working relationship are established and maintained
across directorate and organisation boundaries.

8. To measure and improve customer service processes to improve the consistency, quality
and efficiency of services.

9. To ensure that all services within own area of responsibility, including those provided by
external contractors have robust business continuity plans and contribute to the
discharge of the CCG and Council’s responsibilities.
10. To understand wider national and government strategies and plans that impact on service areas and delivery within the council.
11. To carry out all duties in line with the Council’s and CCG’s Standing Orders, Financial and Procurement Regulations and Constitution.
12. To manage allocated services in line with the Council’s Health and Safety and Risk Management policies, procedures and guidance.
13. To carry out duties and responsibilities allocated under the Council’s and CCG’s arrangements for Emergency Planning and Business Continuity. To participate in NHS on-call arrangements for CCG Commissioners.
14. To be responsible for own learning and continuing professional development required to maintain competence and achieve required standards of performance.
15. To carry out other duties and responsibilities commensurate with the level of the post as directed by the Chief Executive, Chief Officer or Corporate Director.

**Person Specification**

<table>
<thead>
<tr>
<th>Area</th>
<th>Essential criteria</th>
<th>Desirable Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualifications</td>
<td>Education to degree level with a Masters or equivalent or other relevant post graduate qualification, or equivalent experience.</td>
<td></td>
</tr>
<tr>
<td>Knowledge, Understanding &amp; Experience</td>
<td>• Significant leadership/management experience at very senior level with a track record of improving efficiency.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Experience of delivering transformational change programmes working with a wide range of stakeholders, patients and public</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Substantial knowledge of health and social care Commissioning</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Experience of involving and empowering a range of professionals to make health and care services more cost-effective and better quality.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Experience of working effectively within a complex political environment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Experience of working in a highly diverse urban environment and an understanding of the challenges this brings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Experience of managing budgets and maintaining financial balance in the face of increasing demand.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Detailed understanding of principles of public service and experience of senior management or leadership role in this context.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Understanding of corporate governance</td>
<td></td>
</tr>
</tbody>
</table>
• A working knowledge of general employment law and good employment practices
• A basic understanding of current legal requirements and good practice in equality and discrimination
• Financially literate with the ability to review critically, challenge and effectively utilise financial information, including financial statements for decision-making
• An understanding of the principles of value for money and an ability to challenge performance on this basis.
• An understanding of the requirements of effective financial governance and probity

<table>
<thead>
<tr>
<th>Skills and Abilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to describe a clear and compelling narrative of the future strategy of the Council and the CCG and to communicate this to a wide range of audiences.</td>
</tr>
<tr>
<td>Demonstrate ability to exercise sound judgement.</td>
</tr>
<tr>
<td>Ability to operate within a complex system working across traditional line management structures through formal and informal partnerships with a focus on systems leadership and influence.</td>
</tr>
<tr>
<td>Ability to understand the limits of his or her management competencies and the wisdom to seek advice when these are reached.</td>
</tr>
<tr>
<td>Capability to secure the full range of management expertise, through their senior team, to ensure that the day-to-day management of all aspects of the Council and the CCG’s business can be discharged</td>
</tr>
<tr>
<td>The ability to develop the culture of the organisation and lead the wider organisation development in the context of engagement with key stakeholders</td>
</tr>
<tr>
<td>The ability to oversee the development of an organisation vision and values</td>
</tr>
<tr>
<td>Highly developed written skills in English with high standards of presentation and attention to detail</td>
</tr>
<tr>
<td>Able to inspire others and lead by example</td>
</tr>
<tr>
<td>Be an innovative strategic thinker and change maker, with an ability work and lead within an ambiguous context and to maintain and focus of delivering results.</td>
</tr>
<tr>
<td>“Can do, Can do, Can do”</td>
</tr>
<tr>
<td>Sensitivity and organisational skills to operate effectively across complex work cultures and environments.</td>
</tr>
<tr>
<td>An ability and passion to champion equalities and celebrate diversity with the confidence</td>
</tr>
</tbody>
</table>
and skills to tackle any form of discrimination
- Politically astute
- Excellent communication and influencing skills, including the ability to clearly communicate at public meetings and through media interviews.
- An effective and respected leader with demonstrated presence and gravitas
- Confident and resilient