

Job Title: Head of Children and Families' Commissioning
Directorate: Children's, Adults, Families, Health & Education
Reports to: Director of Family Operations
Direct Reports: To be confirmed

Job Context

The context for West Sussex County Council is changing. Increasing demographic pressures, continuing challenges to provide residents and communities with greater levels of choice and control over services, and the tighter financial constraints placed on the authority mean that the Council needs to change the way it operates. Working with elected Members the leadership team will develop, implement and track programmes that will ensure better outcomes for individuals and communities across the priorities of 'giving children the best start in life', 'a strong & diverse economy' and 'independent for longer in later life'.

Job Purpose

- Lead the strategic programmes of commissioning for children and families, driving innovation to deliver better outcomes and financial efficiencies. The role will involve commissioning across the whole system that supports children and families. A strong emphasis will be on working closely with partners and providers to create integrated commissioning strategies and to support the development of new models of service delivery.
- Lead commissioning of the overall portfolio of services available for key cohorts of children particular Children Looked After, Children in Need and Children subject to a Child Protection Plan using qualitative and quantitative information and lessons learned to drive overall effectiveness and efficiency.
- Lead the Service's engagement across the health sector, linking and aligning with colleagues who also play a role in this work, ensuring congruence and coherence at this time of change across the NHS.
- Lead a small team assessing needs and trends at a cohort and wider population level, including demand projections, in order to inform decisions, and forward planning on the range of services provided. Based on analysis, lead on the development of the outcomes required for key cohorts and how best practice models can be achieved within the available resources.
- Ensure the establishment of robust delivery mechanisms which will meet the priorities and outcomes required now and in the future across a mixed range of provision.
- Build engaging and productive working relationships with all sectors of the market, supporting the involvement of children, parents and the voluntary sector in planning and delivery of services.
- Be accountable for the successful delivery of specified projects, leading these to ensure the delivery of a planned work schedule with demonstrable outcomes.

- Support the Director of Family Operations in the transformation of Children's Services across West Sussex through effective strategic commissioning, supporting the development and delivery of plans for substantial recurring efficiency savings across health and social care.

Key Accountabilities

Manage budgets and resources ensuring that they are deployed effectively to support the delivery of intended outcomes in a manner which demonstrates value for money and compliance with relevant policies and guidelines.

Develop business plans to implement the agreed business strategies for the Council and its partners which are focused on delivering the political objectives and priorities of West Sussex and which mitigate all identified risks.

Provide collective leadership and management for staff and partners ensuring a high quality of performance and the achievement of the Council's plans.

Ensure that there is a clear and consistent focus across the Council and its partners on delivering an inclusive and outstanding customer experience to all of the citizens and communities of West Sussex.

Provide broad information to the Cabinet and members to enable them to monitor the delivery of their political objectives and priorities across West Sussex.

Lead the analysis of the needs of the citizens and communities of West Sussex and the available market provision for a defined range of services to support the commissioning and delivery of the best possible outcomes.

Lead the strategic commissioning of outcomes for the citizens and communities of West Sussex across a broad range of services based on thorough customer and market analysis and effective service planning, design and procurement.

Lead the procurement and contracting for a defined range of services to ensure that they deliver intended outcomes in a manner which represent long-term value for money at an acceptable level of risk for the Council.

Lead the development of strategic relationships for the Council with a broad range of external organisations to enable the development and delivery of effective outcomes through collaborative, joined-up working.

Lead the management of significant contracts for the Council to ensure service provider compliance with contractual requirements and targets so that the highest possible levels of service quality are provided.

Behavioural Competencies

Customer Centred – Putting the customer at the centre of what we do

Embeds a customer focussed culture

- Ensures that the workforce/partners keep customers' needs at the forefront of what they do e.g. through the use of performance management processes, modelling etc.
- Acts as a role model for engaging and empowering the customer. Ensuring that the customer's voice is always heard and informs the way we work

Customer Centred – Drives continual improvement

Challenges performance levels

- Challenges the status quo and existing performance levels.
- Sets challenging goals that focus on step change improvements
- Maintains focus over the long term and delivers even in the face of significant challenges
- Is at the forefront of thinking in their area and informs the thinking of policy makers

Listens and acts upon – Involves and engages

Makes time for conversations

- Is approachable and invites conversation, discussion and sharing of ideas and opinions across the organisation with partners, customers and other external bodies
- Constructively and appropriately challenges peers, partners, Members and more senior leaders to model the agreed values and behaviours
- Models empowering conversations by adopting a coaching style approach where appropriate

Honest and realistic – Is confident and self-aware

Takes Calculated risks

- Pro-actively takes on challenges
- Remains open, confident and willing to speak out even in the face of unpopular or high risk situations
- Willing to take risks and push boundaries even when this may be uncomfortable, unpopular or when others can't see the need to do this

Trust and support – Works collaboratively to achieve goals together

Builds cross partner alignment

across the area

- Acts with integrity. Is open and honest in decision making and responds consistently
- Creates collective commitment to goals across different partners
- Helps create joined up solutions across partners and high value solutions

Genuinely valued – Engages with others and support continual learning and creativity

Creates a learning culture

- Establishes systems to ensure that future organisational development needs/culture are assessed and met on an on-going basis

- Acts as a role model e.g. when things go wrong they support the organisation to use it as an opportunity to learn rather than 'blame', provides on-going opportunities for organisational learning
- Publicly invests time in learning and development activities.

Visible Leadership

- Creates opportunities to engage with employees at all levels of the organisation
- Is approachable, inviting opinions and views and suggestions from employees, partners and customers

Dimensions

Direct influence over the entire CSC budget of £41m.

Knowledge, Experience and Qualifications

- Experienced in commissioning, driving innovation and service re-design, with knowledge of the children's social care agenda gained in either a local authority or a health environment, with a good knowledge of relevant legislative and statutory frameworks.
- Broad knowledge of public sector services, the macro social and economic context within which local authorities work and the implications of this for delivery of County Council's aims.
- Successful experience of identifying, leading and developing a range of commercially focused service delivery models including partnering, outsourcing and other commercial solutions in a comparable environment.
- Proactive and innovative approach to influencing, negotiating and working with partners to secure service outcomes within a complex operating environment.
- Significant understanding of business principles, economic drivers and sound commercial skills with demonstrable evidence of their application through the development and implementation of business cases to deliver service transformation.
- Maintains current knowledge of emerging national, regional and local policy developments, joint ventures and other delivery models to ensure that WSCC is at the forefront of innovative thinking on commercialisation, resource maximisation and income generation.
- Extensive prior experience of leading a team or affiliated discipline in a large organisation, translating business strategy into effective operational plans.
- Experience of having worked at a senior level in a political environment.
- Successful experience of establishing and embedding business processes and governance including strategic planning and performance, financial and risk management.

- Recent experience of successfully leading the delivery of strategic objectives and business plans.
- Able to communicate a compelling vision to key stakeholders internally and externally to achieve operational outcomes.
- Educated to post-graduate level or equivalent experience in one or more of the relevant technical specialist areas and hold the appropriate professional qualification and be a member of the appropriate professional body.
- Evidence of continuing professional development in leadership and business management.