

Joint Strategic Director of Commissioning

Join us – make a difference in our communities

West Sussex as an area is rapidly changing with increasing pressures from our demographics, continuing challenges to provide our residents and communities with greater levels of choice to support improved outcomes in their lives and of course we need to do this within tighter and tighter financial constraints. We recognise therefore that our organisation, working with and alongside our partnerships, needs to fundamentally change.

During a period of significant and fundamental change, we need strong, experienced, collaborative and cohesive leadership across our organisation. This requires a strong, collaborative strategic and corporate foundation for our organisation.

Partners across the County, including the NHS and social care want to improve of their joint working and work more closely together to improve and join-up services in order to meet the changing needs of the people who live in West Sussex. We want to do more to prevent illness, promote health and wellbeing, support people to manage existing health conditions and to stay independent. To do this we need seamless commissioning of health and social care services and better integrated services based on the population's priorities in the West Sussex Health and Wellbeing Strategy. Our focus will be on commissioning and delivering preventative, asset-based approaches, embedded in integrated local networks.

About the job

The post holder will be able to demonstrate an understanding and embrace the opportunity to address the health, care and well-being needs of our residents in West Sussex and lead our organisations on an ambitious journey to jointly commission services and operate as a whole system with partners.

At present formally pooled budgets are in place for learning disabilities, mental health, the BCF and iBCF with the intent and ambition to align all relevant commissioning budgets. You will lead joint commissioning and the joint teams across West Sussex to progress health and social care commissioning across West Sussex through a joint work programme aligned to the Health and Wellbeing Strategy. The role will therefore evolve, with a focus on driving integrated commissioning to become better embedded across partner organisations.

Our vision is to fundamentally change how the system works together in order to commission for population health and outcomes in a way which meets our



Job Description & Person Specification



residents' needs and is more sustainable for all partners. Your role in this will be to lead commissioning across the quantum of health and social care services for an out of hospital based model, focused on achieving outcomes within our priority agenda of prevention, independence and resilience in the community and care for all long-term needs, irrespective of age. In order to do this, you will need to be able to articulate this vision in an engaging and impactful way to bring commissioners, providers and people together to plan services and deliver our vision.

You will provide the strategic direction as part of the leadership team in partner organisations to support the development and implementation of an integrated commissioning model taking overall responsibility for establishing and delivering an integrated commissioning strategy. The role will have overall responsibility for the integrated commissioning governance arrangements, and for the programme and projects that take forward priority plans.

The role will be responsible for making sure that all partners' statutory requirements are met and that accelerated and sustained improvements in performance against targets are achieved to support the delivery of the Sussex and East Surrey Sustainability and Transformation Partnership.

Central to the role therefore is the development and maintenance of highly effective working relationships with stakeholders including Cabinet, elected Members, CCG Boards and governing bodies, GP wider membership and external partners.

The role will include:

- All commissioning for health and social care (Adults & Children) for West Sussex County Council
- Commissioning with and for the CCGs across West Sussex
- Through the strategic direction of the newly created joint West Sussex Health and Social Care Commissioning Board, lead the development of shared plans to deliver the Health and Wellbeing Strategy
- Oversee the governance across all section 75 agreements, BCF and IBCF, to deliver improvements in outcome and financial stability for the partners aligned to the long-term plan for Health and Care across the STP
- Part of a team to develop our new Health and Social Care Wellbeing Place Plan
- Strategic in name and nature as it will work with the Executive teams across West Sussex
- Market development of future care provision in West Sussex
- All major contracts
- Lead for the relationship with our voluntary sector partners in this area

You will be expected to:

- Demonstrate clear understanding and deep knowledge of the commissioning cycle, including, but not limited to:



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- Understanding of health, care and wellbeing needs across West Sussex to inform commissioning priorities and outcomes,
- Working towards and delivering clear health, care and wellbeing outcomes for the people of West Sussex, ensuring all commissioning strategies and plans are aligned with this, and
- Responsibility for ensuring the development of an approach and robust development of providers and markets including voluntary and community sector.
- Be responsible for building tri-partite engagement and collaboration with commissioners, operational services and providers to deliver a truly whole-system place-based approach, that delivers to the integrated commissioning strategy and explores all opportunities for closer alignment of staff and systems, joint work and system savings.
- Provide coordinated support to integrated commissioning governance once established to allow them to exercise their responsibilities and formulate a coherent commissioning plan.
- Be accountable for the financial management of pooled budgets across the health and social care partnership and the development, alignment and implementation of the associated commissioning strategy and systems within the agreed governance arrangements; including the development of clear and robust financial frameworks in place for the Section 75 agreements with appropriate partner financial oversight.
- Support all partners to commission services in an integrated way, considering various models and contracting forms which may include pooled budgets, lead commissioning, joint commissioning alliances and Memoranda of Understanding.
- Maintain an oversight of all services that are jointly commissioned ensuring effective management so that partners' individual statutory responsibilities are met and appropriate recovery planning processes are in place where necessary.

What you'll need to succeed

You will have a proven track record of delivering and leading a complex service, with extensive experience of operating successfully within a senior leadership team, shaping and influencing innovative and high-quality practice in high performing teams. You will need to provide strategic leadership and work collaboratively to lead and embed a performance focused culture to deliver high quality outcomes. You will have a thorough understanding of the relationships and culture of organisations that impact on the wider Council.

Job details

Grade: Senior Management Group (SMG)

Directorate Group: Childrens, Adults, Families, Health and Education

Location: Chichester

Required experience and skills

(These will be used as the shortlisting criteria)



Key Skills:

1. The ability to oversee the development of a system vision, operating within a complex system working across traditional line management structures through partnerships with a focus on systems leadership.
2. Excellent communication skills with the ability to influence, negotiate and establish credibility to represent the County Council and enhance its reputation and form positive relationships with external partners and elected members.
3. Ability to work proactively with fully delegated authority to use principles and seasoned judgement to deal with complex issues without referral, for example resolution of complex service issues.
4. Ability to recognise where change is needed, to embrace and create an enthusiasm for change and to work effectively with others to develop creative, innovative and customer-focused solutions.
5. Proven people management skills with the ability to inspire and provide direction and support promoting a "can do" attitude and an environment of creativity and innovation.
6. Ability to delegate responsibility and provide constructive feedback and coaching to individuals in roles where there is a high degree of discretion in decision making.

Qualifications and/or experience:

- Significant commissioning leadership/management experience at senior level with a track record of implementing partnership delivery.
- Experience of building engagement and commitment around a system vision across a diverse group of stakeholders from different organisations.
- Experience of leading successful transformational change programmes working with a wide range of stakeholders, including clinicians/practitioners, staff and residents.
- Experience of working effectively within a complex political environment.
- Experience of commissioning health and care to provide efficient, cost-effective and better-quality services involving a range of professionals including front-line staff and patients/residents.
- Experience of managing budgets and maintaining financial balance in the face of increasing demand.
- An understanding of the requirements of effective financial governance and probity and a thorough understanding of the effective operation of corporate governance.

Key responsibilities

Work with the partners and commissioning teams in partner organisations to ensure needs are understood across the system and focus is given to ensuring strategies/services are aligned accordingly; and that commissioning performance is regularly reviewed against stated and agreed outcomes. Where performance is lacking, attention should be given to identifying and taking required actions to mitigate.



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Ensure that the local commissioning system is focused on the delivery of high quality, value for money integrated services driving forward a culture of continuous and ambitious improvement with a core focus on:

- improving the quality of life for those living in West Sussex
- a population health-based approach geared towards prevention and early intervention
- delivery of the objectives set out in the Health & Wellbeing Strategies
- a system approach to looking at costs, savings and investment and service delivery

Create a system of commissioning programmes working closely with partners and commissioning teams, and contracting models aligned to the commissioning strategy and the delivery of accountable care

Support partners to develop plans for further pooling of budgets, ensuring that the necessary engagement and consultation is undertaken and that operating models take account of agreed changes

Develop integrated commissioning using a co-production approach which provides meaningful opportunities for local people who use services to engage as equal partners in the commissioning, monitoring and review of services.

Contribute to the development of the medium- and long-term system financial strategy and ensure that remedial action plans are put in place where variances are identified that could compromise the statutory financial obligations of the partners

Work with senior finance colleagues to develop a framework to measure the impact of commissioning strategies on the long-term financial model and annual operating plans can be measured, ensuring effective benchmarking of efficiency and value for money as part of the annual service redesign programme.

Our Values

You will lead, promote and demonstrate the values of our organisation.

- Trust and Support
- Listen and Act Upon
- Customer Centred
- Honest and Realistic
- Genuinely Valued

You will lead, promote and demonstrate the cultural ambition of our organisation:

"We have an inclusive and supportive culture, work in partnership and reward individual and team contribution."

JD Code: SMG

Date: February 2021

