

NORTHUMBERLAND COUNTY COUNCIL

PART A: JOB DESCRIPTION

DIRECTORATE:	Adults, Ageing and Wellbeing
JOB TITLE:	Director of Commissioning and Performance
GRADE:	Band 16
JD REF:	H236
RESPONSIBLE TO:	Executive Director, Adults, Ageing and Wellbeing
RESPONSIBLE FOR:	Council Services within the portfolio. These may change to reflect need and maximise resources across the Council.
Service/ Functions:	Strategy direction, leadership and management of Council functions relating to Adults, Childrens and Public Health Commissioning, Adults Finance and Performance, and Adults Governance and Transformation services.
Employees:	This Directorate provides a variety of support and enabling services through a mix of professional, technical and advisory staff. Some program and project resources may be assigned which will vary depending on activities and priorities. The staff complement in the Directorate is circa 110 FTE.
Budget:	The postholder will support colleagues across Adults, Ageing and Wellbeing to maximise the use of resources across the whole directorate, taking account of the Council's overall budget. The postholder holds responsibility for the management of Adults Social Care budgets which amount to a gross budget of circa £5.5m and offers commissioning oversight of gross budgets of circa £170m.
Other Resources	As required to ensure that all normal and transformational activity is undertaken to keep Adults safe and well with appropriate supported and deliver resident focused and value for money services in line with the Council Vision and Corporate plan. A number of services and activities rely on close collaboration, alignment of effort and partnership working with other local and regional agencies especially Health and Care providers in order to provide a comprehensive and joined up service for vulnerable Adults, their families and carers.

JOB PURPOSE:

To lead, steer, develop and manage services relating to Adults' Social Care in order to deliver the Council's key corporate and partnership priorities that fall within the remit of the post and in line with the corporate plan - a council that works for everyone, to benefit the people of Northumberland.

Lead, on behalf of the Executive Director, the provision and delivery of services and initiatives that understand and address the needs of residents, their families and carers, and especially vulnerable adults and children. This includes the management, development and improvement of services in line with relevant strategies which need to be informed by data and insight and support Commissioning plans and intentions as well the work taking place across the Council regarding early help and prevention.

Support the Executive Director as the Council's Statutory Director of Adults' Social Services in advising the Chief Executive, Leader, relevant Cabinet Members, Senior Management Team and Council on Adults, Childrens and Public Health commissioning issues, and Adult services performance, finance and governance arrangements.

As requested by the Executive Director lead work with key partners across the health and care sectors to ensure efforts are aligned and operating cohesively to maximise the choices of adults, children and their families in relation to supporting them to live independently wherever possible whilst providing targeted services for people who need additional help. This work involves ensuring the infrastructure is in place to allow 'front door' services to operate effectively.

Lead the delivery of effective systems, processes and procedures to support the operation of services in relation to vulnerable groups, including complying with statutory requirements and working with partners.

Contribute to the Council's priority in relation to delivery of Best Value by ensuring the appropriate tools and infrastructure is in place for front line teams to make optimum decisions and have strategically commissioned solutions for supporting vulnerable clients and their families.

To play a full and positive role as a member of the Council's Senior Management Team ensuring the delivery of effective strategic direction, leadership and resource management (people, finance and other assets) to secure the delivery of public services across the locality. The postholder will be expected to deputise for the Executive Director if requested.

Work with wider Commissioning colleagues, other services within the Council, the Health sector, client and their families and care providers to develop optimum solutions for managing demand in relation to vulnerable adults and children.

Make the best use of Community based services and work with existing and potential new providers to develop and create high quality neighbourhood and home-based services.

Lead by example and foster a culture, both with the Directorate and across the Council,

which engages all staff and partners in the development and delivery of services which meet residents' needs and expectations. This will involve leading cross Council initiatives to make best use of individuals' strengths and foster collaboration across the whole organisation.

Ensure, as a senior executive, that effective governance and assurance processes are applied in all activity as set down in the Constitution and Council policies and procedures to safeguard the Council's financial and statutory duties and demonstrate public accountability and scrutiny of its decision-making processes.

Discharge the functions within the remit of the portfolio having regard to the decision-making framework and arrangements.

KEY FUNCTIONAL RESPONSIBILITIES:

In support of the Executive Director be the principal adviser on matters relating to Adults Social Care services and ensure timely advice to relevant Council bodies on all related matters of local and national policy and statutory requirements to enable the Council to make informed decisions regarding Adult safeguarding activities. To promote and support the development of Council policy and initiatives which keep Adults and their Carers at the centre of thinking and design and implementation of these activities.

Monitor Adults social care activity and trends to ensure delivery is at optimum strength to meet priorities and legislative requirements. This includes leading the work to respond to and address the Adult Social Care Outcomes Framework (ASCOF) in order to set priorities for care and support, measure progress and strengthen transparency and accountability.

Lead the development and application of best practice in adults, childrens and public health commissioning, performance, finance and governance to ensure the right resources are in place to meet current and future needs.

Support Members of the Council, the Executive Director and the Chief Executive in developing the vision and priorities for the County and ensure best advice is provided on the most appropriate response to internal and external pressures for change. This will involve providing specific advice in relation to the functions within the Directorate and effecting changes required from the regulatory frameworks affecting Adults Social Care. All strategies need to be designed collaboratively to ensure close collaboration takes place with colleagues across the Council, especially Education, Public Health, Housing, Northumberland Communities Together, Children's and Adults' Services.

Manage well the interface between Elected Members and Officers, maintaining and developing essential Member/Officer partnerships and processes which support and promote a positive and respectful relationship between Members and Officers.

Champion a coherent multi agency approach to service delivery and provide leadership, direction, and management of the team within the Directorate to ensure the delivery of the Council's priorities and provision of high-quality, cost-effective services based on community needs.

Participate and develop the Council's commitment to actively collaborate in major local and regional partnerships to achieve, within the overall strategy, maximum benefit for the Council and its communities as that relates to the care of vulnerable Adults and Children. These partnerships will be essential to deliver improvements across services that communities and residents need.

Contribute to successful management of the Council's reputation, ensuring that it always acts in the best interests of Northumberland and that its activities are explained to stakeholders in an open and transparent manner.

PRINCIPAL ACCOUNTABILITIES

Act as the Council's adviser on Adults Social Care services, ensuring that the Council implements all national and professional standards and requirements in a timely manner while recognising the interests of local communities.

Oversee the provision of timely and accurate advice to the Executive Director, Chief Executive, Council, Cabinet, Committees, and all Members, to ensure provision of high-quality professional support and advice on matters which will ensure all vulnerable adults, their carers and their families, can access the help and support they need.

Make sure that robust and timely performance management arrangements including systems and processes are in place to address concerns about performance and be in a good position to respond to external inspection at all times.

Act as a role model and exemplar in achieving a people-centred, collaborative, values based and inclusive organisational culture that promotes innovation and creativity, nurtures growth, and focuses on developing and maximises potential of the workforce to improve services.

Oversee the most effective utilisation, performance, and deployment of resources (Human, Physical and Financial) that puts at its heart the provision of high quality, value for money services and ensure that there is sufficient capacity within the directorate to deliver successfully against the Council's ambitions and priorities bearing in mind statutory requirements.

Actively demonstrate commitment and action to develop an inclusive, supportive, and constructive environment where everyone is treated with dignity and respect and diversity is valued in the workplace, in service delivery and communications.
Lead and monitor the efficient and effective implementation of major programmes and initiatives where the postholder is the Sponsor or Programme lead that are central to the achievement of the Council's objectives across and the effective deployment of Council resources.
Provide assurance that strategies and plans are in place to enable that appropriate levels of financial and governance control are in place across the postholder's portfolio and any other activities where they are the Lead Officer.
Oversee the scrutiny and advice on the plans and actions of Central Government and other external agencies to determine their impact on the development of local policies and priorities such as they relate to Adults Social Care services and position the Council as a decisive and influential organisation to maximise all available assets.
Ensure the promotion, development, and maintenance of good relationships with the media and public as an individual and across the Directorate and ensure effective communication and engagement strategies are applied to support delivery of services and change activities.
Ensure equality, diversity and cohesion principles are embedded across all services. Provide leadership around diversity and inclusion, ensuring that the policies and services of the Council reflect the changing needs of all our communities and workforce and that equality of opportunity is ensured, and diversity celebrated.
Represent and negotiate on behalf of the Council at local, regional, and national levels, promoting inter-authority working across the region and demonstrating flexibility and responsiveness to change. This work will particularly relate to the need to ensure appropriate measures are in place to protect Adults working closely with all Health and Care providers to secure the best possible quality of services.
Play a role in the Council's Corporate Emergency Planning arrangements (This includes a requirement to be available in the event of an emergency to perform the duties allocated to the post within the Emergency Plan).
To undertake functions in the event of local or National elections, supporting the Returning Officer ensure the democratic nature of such activities is undertaken efficiently and in compliance with all statutory requirements.
Ensure that all duties and responsibilities are carried out in accordance with Council's Constitution, governance arrangements, policies, and procedures.

Special Conditions:

This position has been identified as a politically restricted post under the Local Government and Housing Act 1989. Therefore, the post holder is restricted from undertaking or participating in any political activity.

NORTHUMBERLAND COUNTY COUNCIL**PART B: SENIOR MANAGERS CORE COMPETENCIES****Working with Partners**

- Work collaboratively across services and departments to deliver corporate excellence.
- Work collaboratively with external partners to deliver excellent service.
- Seek opportunities for partnership working at a local, regional, and national level.
- Clarify expectations, objectives and working arrangements of partnerships.
- Contribute effectively to multi-partner projects.

Serving our Community

- Promote the Community Plan.
- Seek and act on feedback from the community.
- Influence Service and Corporate plans to reflect community needs.
- Develop, deliver, and improve access to services based on an awareness and understanding of the diverse community.
- Promote equality of opportunity in service delivery

Working within the Political Arena

- Understand and actively support the role of Councillors.
- Understand and actively support the democratic process within Northumberland Council.
- Recognise the impact of Government and legislation on Council strategy and services.
- Consult, support, and keep Councillors informed.

Delivering Excellence

- Understand how corporate performance is measured.
- Monitor and evaluate services in relation to objectives and performance indicators.
- Establish a culture that embraces the agreed Vision and Values.
- Be positive ambassadors for the organisation.
- Contribute to strengthening corporate leadership capacity.
- Identify opportunities where organisational performance could be improved.

Focusing on the Future

- Scan the external environment, look ahead, assess strategic options, and develop the Council in the medium and long term.
- Lead the development and implementation of corporate policy at a strategic level.
- Challenge what we do and how we do it.
- Influence relevant national and regional organisations and partners.
- Connect plans, policies, strategies, and services to provide consistent service delivery.
- Generate innovative ideas.
- Translate strategy into action.
- Consider the implications of decisions across the Council and act in the overall interests of Council performance.

Building Shared Vision and Values

- Scan the internal environment and engage employees in compelling visions of the future.
- Create an environment in which a culture embracing our Vision and Values can thrive.
- Involve all stakeholders in building a vision for the future.
- Have a clear picture of the direction the organisation is taking and communicate it with insight, energy, and vision.
- Translate the Council's vision into practical and achievable plans.

Strengthening Corporate Leadership Capacity

- Continuously develop the political leadership and managerial interface.
- Operate with others as a cohesive senior managerial team.
- Create time with staff and other managers for discussion about their development rather than firefighting.
- Coach and mentor staff and other managers.
- Lead, delegate and empower others at a strategic level.
- Identify and develop potential senior managerial successors.

Promoting and Facilitating Change

- Critically evaluate the reasons that prompt change and take appropriate action.
- Proactively steer internal change.
- Proactively manage the exchange of information between the public and the organisation.
- Consider the resource implications of change.
- Anticipate and respond to emotional and morale issues brought about by change.
- Monitor and evaluate the change process to ensure aims are met.

NORTHUMBERLAND COUNTY COUNCIL

PART C: PERSON SPECIFICATION

DIRECTORATE:	Adults, Ageing and Wellbeing
JOB TITLE:	Director of Commissioning and Performance
GRADE:	Band 16

Qualifications/Professional Development
Educated to degree level or equivalent
Relevant qualification in commissioning, finance or accounting, or significant equivalent experience
Evidence of relevant up to date leadership and management training.
Evidence of recent relevant Continuous Professional Development.
Experience, Knowledge, and Skills
Proven achievement of leadership success across Commissioning and/or Adult Social Care with the ability to show broad scope of interpreting complex regulatory requirements whilst delivering services with strong social impact.
Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust, and confidence and being accountable for effective delivery within a challenging financial environment.
Proven understanding of Commissioning activities in order to support development of services which create the best possible care for vulnerable adults and children, and provide best value.
Significant experience of the oversight and management of performance information systems, including strategic level presentation of data and outcomes to senior forums.
Experience of leading major change that challenges existing ways of working, and different service delivery models which provide better outcomes especially to vulnerable or potentially vulnerable individuals.
Evidence of personally leading within an organisational culture that models and embeds the practice of co-design and co-production and collaboration with people inside and outside the organisation.

Evidence of success in personally leading the development of external relationships and influential partnerships that have delivered tangible benefits and created a collaborative environment in addressing challenges facing a comparable service area.
Evidence of using strong option appraisal, analytical skills, and innovation to achieve organisational success in an environment of reducing financial resources.
Ability to develop long term strategic thinking and bring new ideas, approaches, and solutions.
Highly skilled communicator who communicates with clarity, conviction and enthusiasm and can demonstrate integrity, create rapport, and build trust and confidence to positively influence outcomes.
Ability to translate (both verbally and in writing) complex ideas and information into meaningful and 'user-friendly' information; 'tells the story' to bring people along and ensure all audiences understand the key messages.
Ability to develop strong relationships with senior leaders from a range of public and private sector organisations.
Personal and professional integrity and credibility that establishes respect, trust, and confidence.
Demonstrate personal resilience and ability to thrive in challenging circumstances.
Model and demonstrate organisational values and leadership behaviours, creating a shared purpose and positive permission culture that enables people to thrive through development, involvement, and well-being.
Motivation
Confident leader with a vision for Northumberland with high levels of energy, stamina, and resilience.
Fully committed to the principles and values underpinning the Council
Demonstrably strong corporate orientation and a commitment to tackling issues that inhibit organisational progress to high quality service delivery.
Personality, behaviour, conduct and credibility that engages and commands the confidence of Council Members, senior managers, staff, the public, external partners, and other stakeholders.