

Role profile

Job Title:	Head of Children's Integrated Commissioning	Directorate:	Children
Department:	Planning, Resources & Service Development	Grade:	CB4
		Post no.:	63028
		Location:	Perceval House
Role reports to:	Assistant Director, Planning, Resources & Service Development		
Direct reports:	<ul style="list-style-type: none"> • Children Social Care (Placements and Sufficiency) Strategic Lead and Team • Head of Passenger Transport • SEN and Further Education (FE) Commissioning Strategic Lead • Strategic Commissioning Team Manager • Technical advisors project based approximately 1-2 at a time 		
Indirect reports:	This post will most likely have 3 or 4 people reporting to it on a matrix management system.		

Job description

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the requirement to obtain a Disclosure and Barring Service (DBS) check.

Purpose of role

The Head of Children's Integrated Commissioning will lead and ensure the delivery of the Council's Children's Services strategic commissioning priorities. They will report to the AD Planning and Resources and service Development (Children's), and will work closely with Assistant Director, Commissioning and Capacity Building on cross cutting priorities, through:

- Embedding the voice of Children and Families in all commissioning decisions where possible
- Maximising quality and reducing inequalities through working in partnership with providers to support and inform an evidence-based approach within ethical frameworks for developing high quality, equitable services and programmes to improve outcomes and reduce health inequalities.
- Fostering positive relationships with all stakeholders, especially system leaders, to identify opportunities for collaboration, garner support for improvement initiatives, and enhance service delivery and outcomes.
- Effectively using policy, legislation, research, and data, especially financial data, to commission Value for Money services.
- Engaging and working with community organisations to support a community response to meeting needs and wants, ensuring increased resilience for children, families, and communities, and delivering the Connected Communities vision.

Key accountabilities

Strategic leadership:

1. Provide strategic leadership, effective management, and seamless delivery of integrated commissioning services across Children's & Families Services. Oversee the fulfilment of all relevant statutory responsibilities through a high-performing function capable of delivering Council and ICB priorities.

2. Direct teams to actively seek, gather, and collate evidence of best practices and timely feedback from residents and service providers. Drive continuous improvement within the service to exceed performance and quality targets, ensuring safe, high-quality services for Children and Families.
3. Play a lead role in collaborating with the Council, ICB clinical leads, and service providers to formulate and implement strategic policy and planning.
4. Ensure commissioning practices align with principles of equality, diversity, and anti-discriminatory practice

Stakeholder Engagement

5. Foster and embed positive relationships both internally and externally across the organisation and wider systems to identify collaboration opportunities that maximise quality, reduce inequalities and ensure continuous enhancements in service delivery.

Transformation, innovation and change

6. Develop the provider market to promote user empowerment, independence, and social inclusion, reducing reliance on Council services.
7. Lead and drive transformation, innovation, and change initiatives to enhance service delivery, improve efficiency, and ensure the Council remains at the forefront of commissioning best practices

Resource management

8. Develop and foster commissioning partnerships within Children's Services and across Council directorates, ensuring alignment with ICB and Council governance and financial procedures.
9. Ensure flexible use of resources within the Integrated Commissioning function to manage demand variations and safeguard frontline services for residents.
10. Identify and pursue funding opportunities to enhance service and project delivery in the borough.
11. Direct the use of commissioning budgets to maximise advantage, ensuring costs are negotiated and contained effectively.

Operational delivery and performance of commissioned services

12. Ensure efficient and effective delivery of commissioned services, meeting performance targets and maintaining high standards of quality.
13. Monitor and evaluate performance metrics to identify areas for improvement and implement strategies to enhance service delivery.
14. Drive continuous improvement initiatives to enhance operational efficiency and service quality.
15. Collaborate with stakeholders to align operational activities with strategic objectives and ensure cohesive service delivery.
16. Ensure compliance with regulatory requirements and organisational policies in all operational activities.

Financial planning/management

17. Understand and secure external funding from regional and national sources. Pro-actively identify opportunities to bid for additional funding to enhance delivery of services and projects in the Borough.
18. Ensure effective financial value is achieved in the delivery and transformation of commissioning services, considering national and local policy frameworks and the obligations to the Council's Medium Term Financial Strategy and the NHS.

Key performance indicators

- Achieve demonstrable improvements in performance management and quality

assurance of providers, ensuring operational key performance indicators are met and exceeded.

- Deliver the commissioning cycle for relevant services effectively.
- Meet national indicators for Children's Services, focusing on service delivery targets for specific groups.
- Achieve local indicators, particularly those embedded in contractual arrangements, service redesign initiatives, and corporate requirements of the Local Authority and NHS.
- Enhance service user and resident satisfaction, Handle service user complaints efficiently.
- Improve employee survey results.
- Manage budgets effectively, ensuring the delivery of relevant savings proposals.
- Deliver key plans, including Improvement Plans and Action Plans related to commissioning, practice, sufficiency, and service development.
- Enhance contract specifications and management.
- Achieve positive inspection outcomes from Ofsted and CQC for providers.

Key relationships (internal and external)

Internal

- Councillors and Cabinet Members
- Corporate Board and the Chief Executive
- Children's Services Senior Leadership Team
- Leaders, Managers and staff across Ealing Council
- Commercial, Strategy, Policy & Intelligence and Communications Teams.
- Resources (Finance, Data, HR, ICT and Legal)
- Commissioning services in other directorates.

External

- C&YP and their Families and other community members.
- External agencies e.g. Police, NHS (ICB and Trusts), National and Local Government and London Councils and regional Local Authority partnerships. Particularly, system senior leaders e.g. ICS CEO.
- Provider organisations, particularly the senior leaders in these organisations.
- Commissioning Alliance
- Ofsted and other regulatory bodies
- Policy and innovation networks e.g. the Centre for Social Care Innovation and the Association of Directors of Children's Services (sub-groups) etc.
- Voluntary and Community Sector organisations
- Education partnerships and organisations e.g. the Learning Partnership, Employment and Skills agencies and non-maintained and independent sector providers etc.
- Trades Unions (esp. UNISON and GMB)

Authority level

- Head of Service level with all the leadership and management activity that entails.
- Direct line management of five or more senior staff.
- Act as a Council expert, providing advice and guidance on policy, strategy, legislation and decision making to senior leaders and politicians
- Shape, develop and implement policy, particularly regarding the delivery of commissioning and related activity.
- Manage key strategic and operational issues and delivery and highlight issues and concerns to the relevant people. Make recommendations relating to service development, MTFs proposals, investment, ROI, time frames, and risk etc. Particularly manage and report progress regarding commissioning activity and achievements (financial and non-financial).

- Engage with service users, colleagues, members and other stakeholders on behalf of the Department
- Responsible for contracts regarding children's services provision quality and value for money circa £150m+
- Direct responsibility for budgets c£20m
- Responsible for staff c80 headcount
- Ensuring effective commissioning, quality and contract management provision regarding all commissioned providers.
- Accountable for developing, delivering and monitoring policies and service improvement strategies.

Additional Requirements

- Any other duties appropriate to the post and grade

Person specification

System, Community, and partnership working ability, knowledge and experience are essential for this role. Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the requirement to obtain an enhanced Disclosure and Barring Service (DBS) check.

Essential knowledge, skills and abilities

- Leadership - Ability to lead a team of staff and drive improvement for the Children, Young People and Families of Ealing.
- Substantial and demonstrable experience of commissioning and commissioning cycles or managing services and complex projects including performance / contract management.
- Legislative Frameworks - Detailed, extensive understanding of the legislative frameworks and statutory requirements relating to Children's services, particularly CQC regulatory frameworks and Public Contracts Regulations.
- A solid understanding of the relevant legal, commercial, political, operational, and social community aspects of a similar diverse and complex environment. Working within an accountable organisation with complex stakeholder and supplier relationships applying relevant knowledge areas
- Knowledge of managing large budgets effectively. Proven experience of holding a position in a large organisation with budget management responsibility.
- Knowledge of partnership arrangements in relation to working with NHS.
- Substantial and demonstrable experience of leading change in a complex organisation or partnership in the public / voluntary sector proven experience of working in partnership across social care and health to improve outcomes for people.
- Substantial experience of programme / project and change management.
- Ensure service provision, practice and standards meet statutory requirements and that all professionals in the field act together in safeguarding and securing the well-being of all Children, Young People and Families that may require Children's Services.
- Highly organised with excellent planning skills and ability to meet strict deadlines and strong ability to work and exercise prudent judgement in a fast paced, busy environment working to competing demands.
- Demonstrable ability to analyse and manipulate complex data to produce management information to inform strategies and plans. Proven experience of producing complex reports.
- Decision Making - Ability to work across a complex system and people with diverse and conflicting interests.
- Negotiation - Experienced negotiator and networker, with a proven track record in developing the viability and long-term sustainability of projects.
- Proven ability to solve problems and overcome barriers to progressing work programmes and project plans.
- A detailed and inspiring leader with an open, delegating and empowering style which promotes innovation and local leadership and generates enthusiasm and commitment to ensure contract targets and milestones are achieved.
- Ability to demonstrate awareness/understanding of equal opportunities and other people's behaviour, physical, social and welfare needs.
- Proficient in the use of Word, Excel, PowerPoint, and other Office packages.

Essential Qualification, Experience and Registration/s (e.g. SWE)

- Educated to degree level or equivalent and with significant demonstrable experience as a service manager or above in Children's Services Commissioning. LA or NHS.
- Considerable demonstrable experience in commissioning and procurement (including system commissioning), especially evidence of successful implementation of service

delivery partnerships within a system commissioning context.

- Considerable demonstrable experience of analysing and synthesising policy and legislation, financial and research data, building financial models, developing saving plans and producing detailed but succinct, objective, evidence-based reports.
- Demonstrated experience of managing large budgets and other resources including evaluating competing budget priorities to achieve deliverables within the limits agreed.
- Significant demonstrable experience of leading and improving services and as part of this developing and implementing performance and risk management and quality assurance systems and of successfully leading and implementing major change initiatives to ensure services become more holistic, efficient, effective, economic, higher quality and user focussed.
- Significant demonstrable experience of working effectively within a political environment,(and with elected members) providing clear, balanced advice and guidance on strategic issues that achieve the objectives of the organisation.
Demonstrable High-level experience of engaging and negotiating with senior stakeholders (for example senior leaders in the health sector) and building and maintaining partnerships with them. Very specifically experience of negotiation, particularly contract negotiation, in Children's Services Commissioning.

Values and behaviours

Improved life for residents	Trustworthy	Collaborative	Innovative	Accountable
<ul style="list-style-type: none"> • Is passionate about making Ealing a better place • Can see and appreciate things from a resident point of view • Understands what people want and need • Encourages change to tackle underlying causes or issues 	<ul style="list-style-type: none"> • Does what they say they will do on time • Is open and honest • Treats all people fairly 	<ul style="list-style-type: none"> • Ambitious and confident in leading partnerships • Offers to share knowledge and ideas • Challenges constructively and respectfully listens to feedback • Overcomes barriers to develop our outcomes for residents 	<ul style="list-style-type: none"> • Tries out ways to do things better, faster and for less cost • Brings in ideas from outside to improve performance • Takes calculated risks to improve outcomes • Learns from mistakes and failures 	<ul style="list-style-type: none"> • Encourages all stakeholders to participate in decision making • Makes things happen • Acts on feedback to improve performance • Works to high standards