

## ROLE PROFILE

|                   |                   |                                      |             |
|-------------------|-------------------|--------------------------------------|-------------|
| <b>Job family</b> | <b>Leadership</b> | <b>Role profile number and grade</b> | <b>LSL5</b> |
|-------------------|-------------------|--------------------------------------|-------------|

### Role Purpose:

A team manager responsible for a small team of specialist and professional staff in a discrete service or a large team of operational staff within the same service area.

There may be more than one postholder at this level within the same functional or service area but each within a defined specialism.

Will have responsibility for management of a direct budget for staff resources.

Will report to a L3 head of service or a director.

### Example posts: Service Manager

| Factor                           | Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| Indicative Qualifications        | <p>Degree in a subject relevant to the role or able to demonstrate equivalent knowledge, skills and experience.</p> <p>Relevant professional qualification at a post graduate level.</p> <p>QCF level 7 in leadership and management.</p> <p>Programme management qualification or able to demonstrate equivalent knowledge, skills and experience.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Knowledge, Skills and Experience | <p>Roles at this level require applied and theoretical knowledge and an ability to devise new approaches from first principles, which is gained through a detailed grasp of involved practices and procedures in relation to the team or discrete specialist service. A thorough and comprehensive combination of both applied and theoretical knowledge is required.</p> <ul style="list-style-type: none"> <li>• Expert knowledge in relation to the team or specialism</li> <li>• Promoting and leading innovation and transformational change</li> <li>• Effectively handling challenging &amp; complex situations</li> <li>• Managing high profile innovative projects relating to the specialism</li> <li>• Operating at a strategic level delivering qualitative and focused outputs</li> <li>• Budget/financial management at an appropriate level for the role.</li> <li>• Experience of working in a political environment</li> <li>• A good understanding of local government and the local and regional context</li> <li>• Experience of managing teams and directing the work of others to meet required outcomes</li> </ul> |
| Accountability for Budget        | <p>Roles at this level have an impact either within the service area or across the Council through the work of the team, service or function.</p> <p>The nature of the impact is direct management of staff budgets directly related to the service. Leads a small team with a narrow range of specialist responsibilities or leads a discrete team within a large multi-disciplined service area (10+).</p> <p>Contributory impact on an area of council gross budget spend circa £872 Million (with support and scrutiny from the leadership team).</p> <p>County population is around 470K;</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Problem Solving                  | <p>Roles at this level require thinking/problem solving within broad guidelines/policies and objectives in relation to the discrete specialist team or workstream. The postholder will be required to select solutions through the application of acquired knowledge which directly impact upon the specialist team or workstream.</p> <p>In some cases, postholders will be required to establish standards and procedure which impact upon the whole service area or across the whole Council under the direction of a head of service or director.</p> <p>Contribute to the development and implementation of corporate and/or service strategies within the specialism.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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|                             | <p>Support the promotion of the Council's interests and the development of the specialism with appropriate government departments and agencies, professional bodies and other local authorities, public or private bodies.</p> <p>Support the implementation of required corporate change across the Council in the service area.</p> <p>With some direction from the leadership team, design, develop and implement solutions to improve service delivery that support the Council's visions, goals and core values.</p> <p>Effective management of outsourced activities to ensure excellence within the specialist field.</p> <p>Ability to make decisions relating to the specialism and direct the work of the team to achieve results.</p> <p>Able to establish standards and procedures for direct reports and project teams where required</p> <p>Innovative and creative thinking in relation to the specialism where guidelines are not readily available.</p> <p>Work with given resources but contributes to the long term determination of what those resources will be in the future.</p> <p>Initiate alternative courses of action and solutions are recommended and implemented, based on professional/specialist knowledge.</p> <p>Anticipate any needs within the Council and/or partner organisations based on thorough knowledge and understanding of corporate, service and/or partner requirements.</p> |
| Nature of Contacts          | <p>Direct and oversee all activities of the team or commissioned staff, ensuring professional competence and integrity of the specialism is maintained and a culture of continuous improvement is developed across the Council.</p> <p>Provide specialist advice and support across the Council and to external stakeholders and suppliers etc.</p> <p>Advising members, chief executive, directors, heads of service and equivalent levels in external bodies, private sector and partner organisations.</p> <p>Engage with stakeholders to seek and explore innovative opportunities for collaborative working within and across services, and/or with partners.</p> <p>Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Manage relationships with key stakeholders and delivery partners including consultation on complex political / strategic / commercial issues in relation to the specialist service or workstream.</p> <p>Liaise with and/or advise senior members of staff regarding issues, problems and processes relating to the specialism.</p> <p>Deal with people at all levels confidently, sensitively and diplomatically.</p>                                                                                                                                                                                             |
| Additional duties           | <p>Postholders are required (subject to the provisions of the Working Time Regulations) to work the hours that are necessary to do the job, including evening and weekend work and attendance at meetings out of office hours. This includes being on standby or call out to respond to emergency situations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Our Identity                | <p><a href="#">Our Identity</a> sets out who we are and provides a shared understanding of how we are all expected to lead, work and act with each other, our partners and our residents to deliver our services and build stronger communities. They enable us to continually evolve and adapt to meet the changing needs of our residents and ensure that we continue to deliver great services and make a difference to the people of Wiltshire.</p> <p>All of us are expected to demonstrate the seven elements of <a href="#">Our Identity</a> in how we work to shape and create the organisation we want to be part of. It should influence our decisions, activities, projects and ways of working.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Health & Safety             | <p>To be responsible for managing services in line with the Council's health, safety and welfare policies.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Equalities                  | <p>Wiltshire Council is committed to ensuring employees do not discriminate against colleagues, suppliers or third parties at work or harass or victimise others. Incidents of discrimination at work are taken seriously and employees are encouraged to report incidents via their manager or anonymously via <a href="#">the whistleblowing policy</a>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Authority to work in the UK | <p>All employees must have the legal authority to work in the UK. Non-UK nationals must have the relevant approval to work in the UK from the Home Office. Copies of any relevant documents provided as proof of right to work are retained for our records; by providing these proofs the council will treat this as consent.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

The above profile is intended to describe the general nature and level of work performed by employees in this role and does not detail a list of all duties and responsibilities. The council reserves the right to amend this role profile as necessary.

## ROLE DESCRIPTION

|                                       |                               |
|---------------------------------------|-------------------------------|
| <b>Role description:</b>              | Commissioning Service Manager |
| <b>Role profile family:</b>           | Leadership                    |
| <b>Number of posts:</b>               | 3                             |
| <b>Role profile number and grade:</b> | LSL5 - 2748                   |
| <b>Service/Team:</b>                  | Adults Commissioning          |
| <b>Reports to:</b>                    | Head of Service Commissioning |

| Job Context                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <p>Commissioning is a high-profile public service provided by the Council in partnership with the local NHS through contractual and partnership agreements, the Voluntary &amp; Community sector, and user-led organisations.</p> <p>The service delivers high quality and effective evidenced commissioning for adults requiring statutory services, prevention and early help.</p> <p>Commissioning delivers services to people who need a rapid response to a crisis, need help to maintain their independence where they have complex needs, and promotes preventative services which help people remain well and independent.</p> <p>The service ensures that individualised care and safeguarding of vulnerability and risk is provided in conjunction with other health and social care services and that the Council performs its statutory duty in relation to the provision of Adult Social Care services.</p> |

| Job Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <p>This post is the Service Manager for Adults Commissioning with a remit of either operational, strategic or commercial.</p> <ul style="list-style-type: none"> <li>• Strategic commissioning covers commissioning strategies, data, demand forecasting, recommissioning, relationship management, market development and sustainability, the voluntary sector and transformation.</li> <li>• Operational commissioning covers quality assurance, contract management, performance management, risk management and safeguarding.</li> <li>• Commercial covers the brokerage service, including the use of bench marking tools such as CareCubed or similar, and cost negotiation, annual inflationary uplifts, hospital flow,</li> </ul> |

escalations, oversight of matching people and oversight of issues contract agreements such as CoSA/ToSA.

The service manager is responsible for implementing the strategic direction set by the Director of Commissioning and Head of Adults Commissioning.

Supporting the Head of Service and Director the postholder will ensure that evidenced based commissioning is embedded. They will ensure that there is a robust quality assurance framework in place and that at every opportunity we provide value for money. The postholder will maintain a focus on meeting the specific needs of the person and ensuring their voice is reflected in the outcomes. As part of the extended senior management team of the Commissioning directorate the post holder will provide support to ensure that services are delivered to the highest standards, providing robust quality assurance, compliance with all legal and statutory requirements and within an effective and efficient budgetary framework.

Specific duties and responsibilities include:

- Undertake operational management of a specialist service, area and/or workstream which has impact across the Council – managing day to day performance in conjunction with the relevant head of service.
- Service expert with responsibility for leading the identification, development and delivery of effective commissioning strategies for improving service delivery.
- Service lead on the continuous development of performance management systems to improve quality and delivery within the strategic, operational and commercial elements of commissioning. Analysing performance data across the service and providers to inform the strategic direction and evidenced based decision making. Performance will be monitored through POG's and POB's and the postholder will have responsibility for providing and presenting this data, providing recommendations on actions to improve performance.
- Ensuring the performance of Team Managers delivery of front line services within their teams is effective and efficient, driving a high performance culture.
- Support and drive innovation and change across the service and wider partnership.
- Service lead for the recruitment and retention internally and with our providers, providing support to over 7000 people, developing strategies and initiatives to support and build service capacity.
- Supporting the Head of Service to ensure that services are CQC inspection ready, working with the inspection leads to understand, prepare for and develop action plans related to inspections.
- Develop and deliver co-production and other initiatives with partners such as health to ensure the highest levels of public satisfaction for the service, to continue to transform the service to meet the aspirations of customers and in accordance with the requirements of the law and external regulation.
- Provide leadership across the partnership (including both internal and external partners), demonstrating a breadth of knowledge and skills and willingness to step outside of specialisms.
- Engage with customers, carers, the wider community, with staff in the service, the council and with other organisations to promote the provision of high quality opportunities and services which will promote well-being and independence.

- Work closely with the senior management team across the directorate including operational colleagues to ensure that there is alignment across the directorate in terms of a focus on providing and promoting choice, preventing and delaying statutory services and value for money.
- Support the Head of Service with activities within joint programmes with the ICS and other partner agencies, towards integrated approaches to commissioning and joint funded pathways, ensuring effective partnership working to provide delivery of health and social care.
- Deputising for the Head of Service, where necessary and Supporting SMT and Service Managers in terms of providing cover across the directorate during periods of absence.
- Maintaining positive working relationships with other service managers across the organisation to maintain a one council approach.
- Developing strategies to realise savings and service improvements within the service using performance information and providing evidence based challenge to drive improvements. Effectively managing budgets and achieving efficiencies through transformation work.
- Working with other service managers, lead talent management and succession planning across the directorate.
- Undertaking specialist projects which impact on the whole of commissioning across adults and children.
- Develop, embed and review Key Performance Indicators (KPIs) for the team, and take responsibility for delivering good performance and providing a high-quality service.
- Identify and manage risks, ensuring that significant risks are escalated as appropriate
- Provide technical support and expertise to deliver the service priorities identified in the corporate business plan and people strategy. Where applicable lead on projects to deliver actions required.

| Dimensions              |                                     |                                     |                                                                                                                             |               |
|-------------------------|-------------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------|
| Type of budget          | Direct                              | Indirect                            | Responsibility                                                                                                              | Amount / Cost |
| Service Staffing Budget | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Budget lead for staffing budget                                                                                             | Approx £1.2m  |
| Service budget          | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Accountable for spend.<br>Ensuring the strategic needs of the service are met and supporting the development of the service | approx. £4m   |
| Commissioning Budget    | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Has impact on the whole commissioning budget through decision making and management of strategic projects                   | Approx £150m  |

| Dimensions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |          |                |               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|----------------|---------------|
| Type of budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Direct | Indirect | Responsibility | Amount / Cost |
| <p>National performance standards or statutory/legal responsibilities applicable to this role:</p> <ul style="list-style-type: none"> <li>• Corporate Plan targets</li> <li>• National Performance targets &amp; Key performance Indicators reportable to CQC &amp; Department of Health and Social Care</li> <li>• ASCOF performance targets Local Agreement for Wiltshire targets</li> <li>• Departmental performance targets</li> <li>• BSW ICS targets in relation to hospital discharge and delivery</li> <li>• Performance targets within the Better Care Plan</li> </ul> |        |          |                |               |

| Person Specification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <p>Specific qualifications, knowledge, and skills required for this role:</p> <ul style="list-style-type: none"> <li>• Degree in a relevant subject or/and extensive experience of evidenced based commissioning and managing staff in a large and diverse organisation.</li> <li>• Significant experience of Adults Commissioning and experience in working with CQC and other relevant regulatory bodies.</li> <li>• Expert knowledge of relevant Adults commissioning legislation such as The Care Act.</li> <li>• Level 7 in leadership and management or significant management experience.</li> <li>• Experience of working in a political and sensitive political environment with councillors and supporting the Head of Service with managing challenges and queries that come into the service.</li> <li>• An ability to lead effectively at a strategic level in a politically diverse organisation, managing the conflicting pressures of public demand, media interest, member priorities and budget constraints.</li> <li>• Experience of managing staff through change and forming high-quality working relationships at all levels including as an interface with elected members.</li> <li>• Experience of leading effective partnership working across health, social care and the voluntary sector.</li> <li>• Significant budget management with the ability to find innovative solutions to realise savings and service improvements within the service.</li> <li>• Able to demonstrate highly specialised knowledge, skills and experience in Adults Commissioning.</li> <li>• Experience of managing and resolving conflict, effectively handling challenging and complex situations.</li> <li>• Significant evidence of operating at a strategic level delivering qualitative and focused outputs.</li> <li>• Significant experience of analysing performance data and making recommendations on</li> </ul> |

changes to policies, processes and service design.

- Well-developed leadership, planning and organisational skills and ability to absorb and understand large volumes of new information at pace, distil this information and present it clearly and succinctly to senior managers and members.
- A genuine interest and commitment to leading and improving public services in Wiltshire.
- Ability to source specialist knowledge from internal and external experts to drive fulfilment of objectives.
- Proven ability to challenge existing practice and improve performance.
- Evidence of designing, developing and implementing solutions to improve service delivery that support the organisations visions, goals and core values.
- Resilience and tenacity to gain agreement and follow through on delivery of plans with the ability to be collaborative and respectful, but able to challenge constructively to ensure successful outcomes.
- Evidence of developing complex strategies to improve service delivery.
- Knowledge and understanding of safeguarding in operational teams and managing safeguarding issues.
- Evidence of continued professional development.

## Supporting information

| Driving classification                                                                                                                                                                                                                                                                                                         |                                     |
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| <b>Occasional driver</b><br>A valid UK driving licence is not required. Occasionally may need to travel to different locations in order to undertake the duties of the role.                                                                                                                                                   | <input type="checkbox"/>            |
| <b>Regular Driver</b><br>Must hold a valid UK driving licence and have access to either their own car or a pool car in order to undertake the duties of the role, unless other forms of transport are available and viable to perform the role, including public transport, or unless a reasonable adjustment has been agreed. | <input checked="" type="checkbox"/> |
| <b>Required Driver</b><br>Must hold a valid UK driving licence and will drive a vehicle supplied by the Council in order to undertake the duties of the role.                                                                                                                                                                  | <input type="checkbox"/>            |
| Employees should refer to the Corporate Driving at Work policy for further information.                                                                                                                                                                                                                                        |                                     |

## Driving trigger points

The trigger points set out below, regarding driving licence points and at-fault accidents, apply to all staff who drive on council business.

| Trigger Points            | Corrective Driver Training Course or further action | Additional corrective training if appropriate or further action |
|---------------------------|-----------------------------------------------------|-----------------------------------------------------------------|
| Points on driving licence | 6                                                   | 9                                                               |

| Trigger Points                                                         | Discussion and advice on expected driving standards | Corrective Driver Training Course or further action | Additional corrective training if appropriate or further action |
|------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------------------|
| At fault accidents within a two-year period (whether work or personal) | 1                                                   | 2                                                   | 3                                                               |

Job applicants who drive must have 9 or less points on their driving licence and must have less than 4 at fault accidents within a two-year period. If they meet the trigger points, they will be subject to the actions outlined in the table above.

If holding a valid licence, occasional drivers will need to declare penalty points and no-fault accidents as requested. Depending on the role, decisions as to whether this might either affect appointment or require corrective driver training, will be made case by case.

## Political restriction

This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election as a member of parliament, as a member of the Scottish or Welsh Parliaments, or a local councillor. The job holder is furthermore not permitted to canvass on behalf of a political party or a person who is already, or who seeks to be, a candidate. In addition, they may not speak to the public or publish any written or artistic work that could give the impression they are advocating support for a political party

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This role is not politically restricted

☒ **Error! Bookmark not defined.**

## Professional fees and related occupational costs

As part of this role, or to support professional development, the job holder is required to be a member of a professional body or association. The job holder is responsible for payment of all professional fees, memberships, registrations or subscriptions and no reimbursement or contribution towards these will be provided by the council.

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This role does not have any professional or occupational membership requirements.

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## Clearances – Disclosure & Barring Service (DBS)

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| This role will be engaged in 'regulated activity' providing specific services relating to children or vulnerable adults and is subject to a Disclosure from the Disclosure and Barring Service. | <input type="checkbox"/>            |
| This role is exempt from the Rehabilitation of Offenders Act 1974 and will require an <b>Enhanced</b> DBS check before appointment can be confirmed.                                            | <input type="checkbox"/>            |
| This role is exempt from the Rehabilitation of Offenders Act 1974 and will require a <b>Standard</b> DBS check.                                                                                 | <input type="checkbox"/>            |
| The role requires a <b>Basic</b> DBS check to check for convictions and cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act 1974.                 | <input type="checkbox"/>            |
| This role is not subject to a Disclosure from the Disclosure and Barring Service in order to undertake the duties of the role.                                                                  | <input checked="" type="checkbox"/> |

| Clearances – Baseline Personnel Security Standard (BPSS)                                                    |                                     |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------|
| This role requires access to the UK government Public Services Network (PSN) and is subject to a BPSS check | <input type="checkbox"/>            |
| This role is not subject to a BPSS check                                                                    | <input checked="" type="checkbox"/> |
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| Clearances – Non-Police Personnel Vetting (NPPV)                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     |
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| This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at <b>level 2*</b> . (*regular access to police premises and police information, intelligence and financial or operational assets. Occasional access to those deemed 'secret').                                                                                                                                                 | <input type="checkbox"/>            |
| This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at <b>level 3*</b> (*regular unsupervised access to police premises and/or access to police information and/or information systems and/or hard copy material either on police premises or by remote access up to "secret" level. A level 3 includes a check on you, your spouse/partner, co-residents, and all family members). | <input type="checkbox"/>            |
| This role is not subject to a NPPV check.                                                                                                                                                                                                                                                                                                                                                                                                                                | <input checked="" type="checkbox"/> |
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| Safeguarding                                                                                                                                                                                                                                                        |                          |
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| For all roles within Children's Services. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns | <input type="checkbox"/> |

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| relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                     |
| For all roles within Adult Social Services. Wiltshire Council is committed to safeguarding and promoting the welfare of vulnerable adults and all staff working for the council are expected to share a commitment to this. You will be expected to report any concerns relating to the possible abuse of a vulnerable adult in accordance with the agreed interagency safeguarding adults' procedures. If your own conduct in relation to the safeguarding of vulnerable adults gives cause for concern, the council's agreed interagency safeguarding adults' procedures will be followed, alongside implementation of the council's disciplinary procedure. The job holder is accountable for their safeguarding of vulnerable adult responsibilities to their line manager. | <input checked="" type="checkbox"/> |
| For all other roles within the council. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.                                                                                                                                                                 | <input checked="" type="checkbox"/> |