Commissioning Manager
£41,967 - £52,455
10 Woodcock Street, Aston Birmingham, B7 4BL
Fixed Term Contract for Two Years
Working 36.5 hours per week

We are putting strategic and intelligence led commissioning firmly at the heart of improving outcomes for local people in Birmingham; As one of our Commissioning Managers, you will lead on the third sector re-design, have responsibility for the Supporting People disability contracts and lead the delivery of the Syrian Vulnerable Persons Resettlement Scheme and the implementation of the City of Sanctuary Position Statement.

This role presents a genuinely exciting opportunity to work with citizens, partners and a team of skilled staff to make a difference to the lives of the people that we serve.

You will, of course, be expected to demonstrate a strong track record in leading on service delivery, and change in a complex organisation.

Informal enquiries to Kalivinder Kohli, Head of Service on 0121 303 6132.

Ref: PE2252017

Closing date: Monday 7th August 2017

“Right to work in the UK documentation will be fully checked for all applicants. All non UK and non EU applicants are required to apply for a Certificate of Sponsorship from Birmingham City Council and must be approved by the UK Border Agency (UKBA) before any employment offer can be confirmed.”
Directorate for People
Job Description

Post: Manager
Division: Commissioning Centre of Excellence
Salary/Grade: GR6

Reporting to: Service Lead – Commissioning Centre of Excellence
JEQ Code:

Our Vision

The Directorate for People aims to improve the quality of life for the people of Birmingham today, tomorrow and always. Our vision is to create a city which provides:

- A good childhood, for the best start in life.
- A great education to give the best chances for life.
- Promoting people's recovery and inclusion in the most independent life.
- Where needed, planning ahead across the life course.
- The best care and health outcomes for life.

The Commissioning Centre of Excellence (CCofE) is an integral part of this vision, responsible for improving outcomes and services for citizens through an evidence based commissioning environment, ensuring value for money for the City Council and its partners.

Commissioning Centre of Excellence: Core Values¹

| Flexibility, to meet the demands of the service | Integrity, within all interactions |
| Effective cross-team working | Taking responsibility willingly |
| Striving to achieve excellence | Acting courageously |
| Consistency of expectation across teams | Supporting staff to develop skills and progress |
| Sharing information and being transparent |

Strategic Context

The CCofE approach represents a shift in focus; from services to people - putting the citizen at the heart of its activities. It will ensure that integrated planning and commissioning activities result in integrated evidence based support for the citizens of Birmingham, rather than a collection of separate, often disconnected services. The activities of the CCofE will reflect the Leader’s Statement and the principles for the Future Council; positively impacting on improving health and wellbeing, reducing health inequalities and increasing life opportunities for individuals, families and communities in need. The delivery of an effective commissioning led approach based on a set of agreed principles will require significant cultural change – where the citizen is at the heart of what we do and each and
every member of the CCoF workforce willingly and actively takes responsibility for their actions. The CCoF will establish the basis for:

- Leading, managing and supporting a commissioning led approach within the Directorate for people, City Council and into wider joint/collaborative commissioning arrangements, particularly with the NHS.
- A workforce with the managerial and professional skills and capacity needed to sustain continuous improvements.
- Citizen-focused service delivery which truly places the citizen at the centre of what we do.
- A culture of continuous improvement and performance management which is based on reflective practice, active learning and constructive challenge, incorporating the citizen’s experience.
- Structures, systems, processes and relationships that support excellent service delivery.
- Commissioned services that are designed to effectively respond to the needs of the local population with resources allocated in a manner that will achieve positive outcomes and reduce demand upon specialist services.
- Developing and sustaining relationships to support effective commissioning arrangements within and beyond the Directorate.
- Ensuring that there is robust market intelligence available, that the market (both internal and external providers) is properly informed about current and future commissioning needs and supported to deliver high quality cost effective services for citizens.

Role Context

The vision, approach and values of the CCoF are reflected through this job description. It describes the collective responsibilities and activities required by Grade 6 (GR6) officers to meet business need. These are outlined below under the commissioning cycle headings of “Analyse”, “Plan”, “Do” and “Review”.

Individual officers will not undertake all of the responsibilities and activities outlined under each of the four headings. There are four variations of Manager within the CCoF and each will be required to deliver on a selection of the key responsibilities listed. The key responsibilities will also be dependent on which CCoF theme2 or business priority the role is supporting or leading. Responsibilities will change and evolve based on emerging priorities and business needs. The broad function of each Manager role can be understood through the following contextualisation.

Post(s) Context

- **Commissioning Manager:** This role will focus on delivering a set of agreed commissioning intentions, predominately undertaking the activities outlined under the ‘Plan’ and ‘Do’ functions outlined below. The post holder will ensure that the services commissioned deliver improved outcomes for citizens, are of an appropriate standard and comply with regulation. The post holder will be responsible for leading teams and directly supervising a number of staff ensuring that service specific expertise is maintained and developed in order to ensure that specifications represent evidence based best practice.
• **Commissioning Manager - Placements:** The post holder will be responsible for delivering individual level commissioning for citizens across the Directorate. The portfolio currently includes internal children in care services, contracted services and spot purchase placements – including foster care, children’s homes and young people’s accommodation. The post holder is responsible for the current Placements team including the service level agreements with the providers of children in care services. The post holder will also lead on the review of individual-level commissioning arrangements across the Directorate, developing proposals for future service delivery.

• **Market Intelligence Manager:** The post holder will focus on market development, market management and the commercial aspects of the ‘Analyse’ and ‘Review’ functions outlined below. The post holder will develop an intelligence function which; gains an understanding of the market; undertakes market shaping activity; and delivers a market capable of meeting both the service demands of the commissioning intentions and the aspirations of citizens. The post holder will supervise a number of direct reports and contribute to project teams as lead or member as appropriate.

• **Intelligence Manager:** The post holder will manage an Intelligence team responsible for supporting performance management and continuous improvement across the Directorate. The post holder will develop and manage the collection of data and the production of intelligence which will inform the development of policy, strategic development and strategic commissioning intentions across the Directorate. The post holder will support the Service Lead in ensuring that the function is able to provide comprehensive information, analysis and research as required internally, by external partners and statutory or regulatory bodies that drives a continuous improvement and performance management culture within the Directorate and its partners and which provides an evidence base to support decision making. The post holder will manage project teams to deliver on the CCoFE and wider Council objectives.

• **Citizen Voice Manager:** The post holder will manage a team responsible for ensuring that the Citizen Voice is embedded throughout the commissioning cycle, providing a channel of first-hand experience and knowledge to direct improved outcomes. The team will deliver an effective complaints service as well as supporting the co-production of commissioning solutions with citizens who use services and their carers. The complaints service manages the statutory process for Adult Social Care as well as having an overview of the Corporate ‘Your Views’ system as it relates to the Directorate for People. It also proactively maintains a ‘learning log’ and supports service improvement. Recognising citizens as assets and based on the principles of co-production, the team will lead in embedding practice throughout the CCoFE and will create a ‘menu of involvement’ to ensure that opportunities for involvement are maximised for citizens who use services and their carers.

There is also an expectation that officers will need to work across, and with other, CCoFE theme areas as well as the wider Directorate, Council and stakeholder organisations.
Role Purpose

- To manage commissioning, contract management, policy and planning activity across Birmingham with responsibility for specific agendas.
- To ensure delivery of a sufficiency of effective, high quality and evidence based services of a reasonable cost, accessible and appropriate to service users, through the application of commissioning techniques, e.g. market management.
- To manage the effective utilisation of supply across a range of service variants in order to match the needs of individuals and populations and provide value to the Council and partners.
- To ensure that the service delivers against key Directorate priorities and targets, as well as operating within cash limit / activity budgets set out in the Council’s financial plans.
- To support and manage change whilst leading on a designated area of the CCoFE.
- To manage the delivery of the strategic commissioning intentions of the CCoFE and its partners.
- To manage and continually develop the CCoFE so that is makes best use of resources and delivers value for money.
- To ensure the provision of effective, consistent and delivery-focused activity that enables improved outcomes for service users to be achieved.
- To lead the development of relationships with internal stakeholders, suppliers and organisations to deliver services and support that result in improved outcomes for citizens.
- To develop an evidence base that supports the delivery of improved outcomes through innovative practice.
- To maintain a productive network for the sharing and interpretation of data with stakeholders and partners.
- To manage the Directorate’s research governance process; delegating resources to provide advice and support to staff to undertake research and evaluation that assists in service improvement.

Key Responsibilities

The collective activities required by Grade 6 (GR6) officers working flexibly across the CCoFE to meet business needs are outlined below under the headings of “Analyse”, “Plan”, “Do” and “Review”.

Analyse

- To manage staff and resources to develop, implement and support an integrated intelligence approach for the CCoFE.
- To co-ordinate the implementation and delivery of performance and governance strategies.
- To manage staff to develop and implement processes to collect and analyse quantitative and qualitative views from current and potential service users, their carers, family and community to improve the quality of service provision and to contribute to the co-production of effective solutions.
- To manage the capture and analysis of a wide range of business information and intelligence that will inform the formulation and review of commissioning intentions and strategic priorities.
- To manage the provision of an evidence base to facilitate continuous service improvement.
• To maintain an overview of service and population areas that supports and informs strategic and operational commissioning – this will include the effective delivery of components of needs analyses, service reviews and Equality Analyses.
• To develop a commercial understanding of providers and markets and use this to inform commissioning activity.
• To ensure that commissioning activity is supported and informed by the relevant data and intelligence. This would include for example, overseeing the development of service specifications, market position statements (sufficiency statements) and equality impact analysis.
• To prepare and respond to all statutory data returns required by Government, Freedom of Information requests and performance reports required by project governance structures.
• To establish a productive network for the sharing and interpretation of data with partners and stakeholders that supports the strategic intention of the CCofE to commission for outcomes across the life experience and along the life course of citizens.
• To establish and maintain an understanding of population and user (potential, current or future) demographics to inform forecasting, service projections and Equality Assessments.
• To work in partnership with other Managers in the Directorate to improve the understanding of the relationship between business planning and performance assessment and to ensure ownership of these processes throughout the Directorate.

Plan

• To lead the production of robust business cases in response to commissioning information, business intelligence and resource availability.
• To successfully develop projects through the application of project management principles.
• To ensure that service users, carers and parents are demonstrably and successfully involved in developing services and that the resulting services are better able to meet needs.
• To optimise outcomes for service users and deliver value for money services through collaborative joint commissioning arrangements.
• To manage, maintain and influence key partnership arrangements in order to deliver commissioning intentions.
• To ensure that there is an adoption of a co-production model of service development wherever possible, using existing and new user engagement approaches.
• To prepare and deliver options appraisals to inform decision making.
• To manage the engagement of operational staff, management and other stakeholders in defining need within service areas or sub-populations, commissioning services and securing a supply from consideration of a range of options.
• To manage the development of suppliers and markets that deliver the services required to promote improved outcomes.
• To ensure that all activity is compliant with corporate commissioning, contract management and procurement frameworks.
• To ensure that commissioning activity improves the economic, social and environmental wellbeing of citizens in Birmingham.
• To undertake joint work with other West Midlands local authorities in the development of cross authority bids for funding and/or sub-regional/regional policies that benefit citizens of Birmingham.
and deliver City Council corporate priorities.

Do

- To make efficient use of council services and those contracted from third parties and internal services, by the application of contract management, performance management, quality assurance and other relevant processes.
- To manage the delivery of continuous improvements in performance, cost and quality to ensure KPI’s, key outcomes and targets are achieved in line with Council and partner priorities, statutory and community requirements.
- To manage the development and delivery of the commissioning intentions and approach as defined by the strategic commissioning function.
- To effectively manage the operation, performance and development of a portfolio of projects within a service area using effective project management principles, tools and reporting processes.
- To ensure that services are developed in line with the resources available and can flex to meet the needs of individual citizens.
- To manage the production of a range of information and reports in relevant formats to senior staff and elected Members on service activities as required.
- To successfully engage with a range of stakeholders in a range of settings and so better communicate CCoF and Directorate activity.
- To ensure the effective use of budgets and resources to deliver agreed priorities, in accordance with legislative requirements, given resources, measures, prevailing action plans and timescales.
- To ensure that the workforce is accountable, effectively managed, and supported.
- To manage processes such as supplier accreditation, quality assurance, procurement and contract management information systems.
- To lead activity with suppliers to address risk and safeguarding issues for individuals.
- To manage brokerage activity and ensure that services meet assessed need and provide best value.
- To oversee and review current service demand and market use at the appropriate level of granularity in order that statutory duties are met for the individual and for sufficiency.
- To ensure that contracts provide value – singly and in aggregate – by managing performance and utilisation.
- To develop and implement different models of commissioning/contracting e.g. Payment by Results (PBR), tariff based.
- To manage the development and delivery of quality and audit activity across relevant commissioning areas.
- To strengthen and manage the development of evidence informed policy and practice by delegating advice, guidance and resources relating to sources of evidence within the CCoF and wider Council.

Review

- To co-ordinate the identification and analysis of a range of quantitative and qualitative data to
review the delivery of activity against service delivery and to develop options and recommendations as to the future service delivery area.

- To lead on the review of strategies and policies adopted by the City Council for which the Directorate for People is the lead Directorate to ensure these are compliant with legislation and deliver corporate and, as appropriate, regional and national priorities.
- To prepare regular and ad-hoc reports, as appropriate summarising status on issues, appraising outcomes and providing progress updates.
- To facilitate the delivery of continuous improvements in performance, cost and quality to ensure KPIs, key outcomes and targets are achieved in line with priorities.
- To coordinate the analysis, interpretation and presentation of data to highlight issues, risks and support future decision making.
- To oversee the analysis of service delivery to determine the effectiveness of reducing health, housing and other inequalities of disadvantaged groups.
- To build awareness of the benefits of diversity and build an active commitment to equality of opportunity for all.
- To promote service improvement through innovation.
- To lead on contract negotiations with relevant suppliers within agreed timescales as defined by the CCoFE Business Plan.

Professional Development

- To maintain personal and professional development in order to meet the changing demands of the role.
- To promote and maintain organisational values and behaviours at all times, leading by example.
- To keep up to date with relevant professional developments.
- To contribute to the team’s effectiveness by developing and sharing best practice.
- To attend and actively participate in appropriate training activities both internal and external.
- To encourage and support others in their learning, development and training.
- To develop productive working relationships with colleagues.

Supervision Required

- Supervision Officer: Service Lead
- Level of Supervision: Plan own work to ensure the meeting of defined objectives.

Supervision Given (excludes those who are indirectly supervised i.e. through others).

- Postholder will be required as necessary to manage staff within their Team/Area

Special Conditions

- This vacancy is exempt from the Rehabilitation of Offenders Act
- A DBS check may be undertaken
- Observance of the City Council’s Equal Opportunities Policy will be required.
### Person Specification

**Job title:** Manager – Commissioning Centre of Excellence  
**Salary/Grade:** GR6  
**Reporting to:** Service Lead – Commissioning Centre of Excellence

**Method of Assessment (M.O.A.)**  
A = Application Form; I = Interview, P = Presentation, Test = T

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<tr>
<th>CRITERIA</th>
<th>ESSENTIAL</th>
<th>M.O.A.</th>
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<tbody>
<tr>
<td><strong>Experience</strong> (Relevant work and other experience)</td>
<td>1. Leading on the analysis and interpretation of complex data from a variety of sources, and utilising analysis to inform and influence decision-making</td>
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<td>2. Leading on, development and maintenance of collaborative relationships to develop customer insight with diverse stakeholder groups, including citizens, providers and colleagues</td>
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<td>3. Demonstration of commercial acumen, negotiation and influencing of stakeholders in achieving defined objectives/outcomes</td>
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<td>4. Demonstration of strategic awareness and the development and implementation of strategies/service changes which deliver improved outcomes for stakeholders</td>
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<td>5. Demonstration of ability to work and commission in partnership in order to deliver integrated services across the City</td>
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<td>6. Leading service areas to ensure vulnerable citizens are safeguarded</td>
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<td>7. Leading on activity in the commissioning cycle, for example commissioning intention development, service specification development, contract negotiation, service review</td>
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<td>8. Leading on the delivery of change projects or programmes</td>
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<td>9. Leading on the development and delivery of performance management frameworks to ensure service improvement and effectiveness</td>
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<td>10. Leading on embedding equal opportunities in both employment and service delivery within a large and</td>
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This is a politically restricted post as defined by the Local Government and Housing Act 1989

Birmingham City Council is committed to safeguarding and promoting the welfare of children and young people and expects all staff to share this commitment

All staff are expected to understand and be committed to Equal Opportunities in employment and service delivery

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<th>Skills and Ability</th>
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<td>1. Ability to prioritise competing demands on resources to deliver identified objectives/outcomes</td>
<td>1. Education to degree level or equivalent, or can demonstrate a significant level of experience working at this level.</td>
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<td>2. Effective IT skills which enable successful service delivery</td>
<td>2. Evidence of participating in continuous professional and management development.</td>
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<td>3. Demonstrable ability to communicate and engage with all stakeholders effectively to shape service development and delivery, utilising appropriate tools and techniques</td>
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<td>4. Ability to translate strategic priorities/policies into defined plans for delivery</td>
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<td>5. Highly developed knowledge of data analysis, information gathering and research approaches and techniques</td>
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A & I

I, A & P I

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A