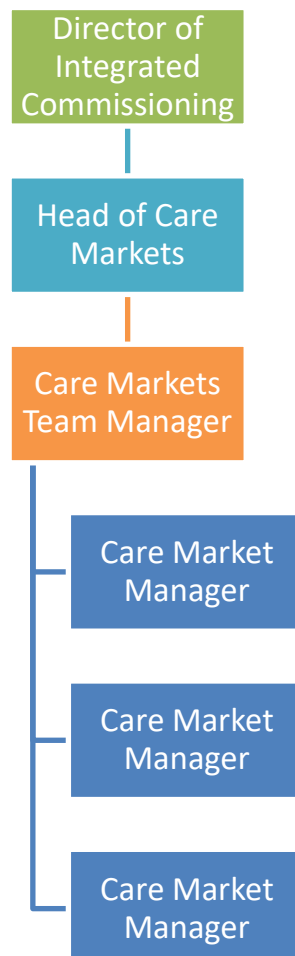


JOB DESCRIPTION

Job Title	Markets Team Manager
Department	Adult Social Care and Health
Section or Service	Public Health
Grade	RBKC - Grade H

Responsible to:	Head of Care Markets
Employees directly supervised (if applicable):	4

Family Tree



DESIGNATION

What we value - We believe that through our leadership and working together we can create the best environment to support growth that benefits our local communities and our unique heritage of which we are the proud custodian. Our vision is for Adult Social Care and Health to be a directorate of choice and aspiration where the connections we build amongst our teams, residents, businesses and visitors gets stronger as everyone plays their part in and benefits from the directorate's continued success.

Our culture at the Royal Borough of Kensington & Chelsea we aim to make sure that residents are at the heart of decision making in everything we do. This means:

- We listen to others and value the personal experiences of people in our communities and each other.
- We work together and in partnership with everyone that has an impact on the lives of our residents.
- We want to understand, learn from each other and continually adapt.
- We act with openness, honesty, compassion, responsibility and humility.
- We adopt a fair and involving approach regardless of any way in which an individual is different to us.
- We provide quality services that are responsive, effective and efficient.
- We let people know how we are doing and communicate why and how decisions have been made Working

Our culture – at Westminster City Council we have a culture of openness, transparency and integrity – where everyone has the opportunity to thrive and develop to be the very best. The Westminster Way is the council's commitment to our staff and is underpinned by three pillars:

1. Personal development: Everyone has talent.
We want everyone to thrive at Westminster and so we take the time to nurture talent - coaching and mentoring our people to be the very best.
2. Value our people and diversity: Everyone is valued
We embrace our differences, to bring new perspectives to the future challenges of our city.
3. The Westminster Way of working: Everyone is a leader
At Westminster our people are productive, ambitious, collaborative and enterprising, in the way we work to provide the best service to our residents, businesses and visitors. We champion modern and agile working and an open and transparent outlook to the way we work.

In order to do the very best for our communities, we believe that our workforce should be representative of the people we work on behalf of, our residents. That's why at Westminster we celebrate and embrace our differences. We are passionate about creating a workplace where all can thrive, and where every single person has the opportunity to develop, grow and to be valued for their contribution.

1. JOB PURPOSE

The main purpose of the role is to lead the implementation, management, development and transformation of provider markets for health and social care services across the Bi-Borough. The post-holder will manage a team that contributes to the delivery of our statutory function to shape and stimulate care markets. This role also has a purpose to support changing the approach to planning and managing services from a “transactional commissioning” model to community and collaborative models that make the most of universal offers, integrate with health services appropriately and have residents and service users at their core. This role will ensure the provision of services that are outcome focused, co-produced, well managed and demonstrate evidence of delivering high quality, value for money and good performance against identified standards and indicators. The role will develop market and contract management approaches that model and forecast changes to future supply and demand.

Strategy development

- Helps shape and influence the direction of the council to drive forward the Adult Social Care and Health agenda and ensure delivery of its priorities and value to residents.
- Provides a strategic vision for the future development of the service to enable the council to meet its future challenges, fostering a culture of continuous improvement through:
 - partnership working with internal and external stakeholders to develop joint strategies for Adult Social Care and Health Services.
 - adopting and contributing to innovation and transformation strategies that ‘break new ground’ and ‘lead the way’, enhancing both RBKC and WCC’s resident engagement and experiences while driving agility and efficiency through operational excellence.
 - Creating enthusiasm for and engaging others in a shared vision and strategy that will deliver priority outcomes for residents.
 - Acting with integrity and inspiring people to reach the highest standards of performance and to feel a sense of pride in belonging to the organisation and the communities served.

Corporate leadership

- Works as part of the distributed leadership network of RBKC and WCC Councils, working together to drive forward and accept collective responsibility for a range of departmental and cross-cutting initiatives which are required to ensure changes are embedded in a sustainable way throughout the organisations.
- Provide leadership that encourages our staff to recognise their contribution to the strategic objectives of both RBKC and WCC.
- Implement a comprehensive and integrated strategic plan that builds an inclusive culture across both RBKC and WCC Councils and ensures diversity and inclusion is central to all we do.
- Deputising for the Head of Care Markets as and when required at all levels within the Bi-borough setting enabling the following.
 - Sharing of corporate responsibility for strategic planning, governance, corporate policy making and the delivery of both RBKC and WCC’s objectives.

- Provision of professional and strategic advice in relation to operational performance and service delivery.
- Meeting all statutory and regulatory responsibilities, promoting the continued sustainability, growth and success of the Directorate.
- Demonstrating the delivery of safe and compassionate care to all Bi-borough residents, role modelling both RBKC and WCC's values.
- Providing infrastructure, systems, tools and leadership to drive meaningful change and integration of services, employing best practices in measurement and performance improvement.
- Influencing the development of a whole systems approach to developing health and social care across organisational and sector boundaries.
- Aligning the corporate, clinical and professional agenda where the ultimate goal is safety and the high quality of services for service users and carers, through continuous improvement in quality, service user/resident experience and outcomes.

Team leadership and management

- As part of the Care Markets team lead the integrated delivery, improvement, management and performance of commissioning portfolios.
- Ensures overall objectives are translated into effective commissioning and implementation plans and that the service is efficient and locally responsive.
- Provides inclusive, inspirational and professional leadership to staff, strengthening skills and competence and fostering a strong culture of standards, performance, accountability underpinned by a commitment to staff diversity, development and wellbeing.
- Creates and enables a learning culture that supports the development of staff.
- Takes responsibility for helping to build organisational capabilities to meet current and future challenges.
- Ensures that development opportunities, resources and time are equally available to all.
- Embed both RBKC's and WCC's values and behaviours building a sustainable highly effective department and develop RBKC's and WCC's reputation as a successful council delivering great value for their residents.
- Work closely with internal and external stakeholders to identify new innovative ideas to improve strategic outcomes for residents through day-to-day operations.
- Drive innovation and breakthrough solutions to improve outcomes for residents.
- Promotes a culture and work environment to test new ideas, takes risks and learns from failures.
- Uses evidenced-based change to deliver enduring transformation for residents.
- Brings the best of innovations from our partnerships and other sectors into the organisation
- Embed RBKC and WCC Councils Diversity and Inclusion agenda through demonstrating, facilitating and supporting departmental Heads of Service, their teams and individuals to ensure diversity and inclusion is embedded in all their work.

Resources / Financial management

- Ensures tight budgetary control and prioritise use of resources and assets to support the delivery of the council's vision and help ensure that the council receives value for money from its expenditure.
- Drives the development of outcome-based models to better ensure strong price competition and transfer of risks through contracts with third parties.
- Champions and drive the development of commercial opportunities.

Partners and stakeholders

- Actively engages, communicates and influences stakeholders within both RBKC and WCC, across internal and external partners and with the wider local and central government community to champion the council's approach to unified, inclusive and accessible public services.
- Fosters the bringing together of local services and decisions across agencies to reduce demand and help communities more independently support themselves.

Business change

- Leads, develops and ensures implementation and review of change management programmes to deliver continual improvement. Assist the Chief Executives and Executive Directors in developing a positive culture to engender a strong and shared approach to delivering services and provide better support for staff to deliver value for money.

Compliance

- Ensures that all activities within the service comply with the council's constitution, Standing Orders, financial regulations, health and safety and safeguarding responsibilities and that effective systems operate within the service to manage performance and risk.

2. DESCRIPTION OF DUTIES

Working as part of a function that includes Care Design, Provider Services and Brokerage, the Market Team Manager will have broad commissioning and programme management experience, who ensures that provider markets and services are developed and managed for residents in The Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC). Key provider markets will include the following.

- Public Health Services including:
 - Sexual Health
 - Substance Misuse – Drugs and Alcohol; and
 - O-5 Services
 - NHS Health Checks
 - Healthy Lifestyles and Behaviour Change

As part of the directorate, you will deploy a non-linear, iterative process across the commissioning cycle to design services understanding user's needs, challenge assumptions, redefine problems and create innovative solutions to prototype and continuously test service design so solutions evolve as people do. The process involves four phases—Empathise & Analyse, Design & Ideate, Prototype & Evaluate and Roll out & Scale through:

As Markets Team Manager, you will identify opportunities to improve the resident experience and work collaboratively with our residents and partners to co-design and implement change projects to deliver services that help people 'live their best lives' and that demonstrate positive impact.

Using the appropriate project management methods, you will ensure efficient use of resources to deliver transformation and change programmes that improve the outcomes for residents. You will develop services and implement new projects with a focus on residents' current and future needs and through improved commercial and contract management increase control over resources and raise productivity.

You will have a comprehensive understanding and experience of a range of different team, project and resource management methods and the ability to effectively manage, mentor and develop staff to deliver transformation programmes. You will have an awareness and understanding of Human Centred Design processes and principles.

You will be responsible for realising commissioning plans and change programmes through working collaboratively across the department and with key stakeholders to ensure effective implementation of strategic drivers, develop forward facing commissioning plans and to redesign services that improve the lives of residents.

You will oversee and guide the market managers and to adopt robust contract management and change programme implementation, including agile practices, through mentoring and motivating the team to improve processes and eliminating barriers to progress.

Main responsibilities

- To lead on the implementation of and delivery of commissioning and transformation projects, providing ownership, leadership and expertise across the Integrated Commissioning Directorate for Adult Social Care and Public Health to ensure that high quality services are commissioned to meet desired outcomes and improved efficiencies are achieved.
- To develop, manage and implement commissioning programmes in line with strategic drivers and evolving population needs including collaborating with key internal and external stakeholders and residents in the co design and development of services to meet future needs.
- To lead and manage a team responsible for implementing and contract managing a range of health and social care commissioning and transformation programmes
- To ensure compliance with national and local regulations, processes, and procedures, and ensuring consistency between strategic service plans, design strategies and implementation of commissioning programmes
- Manage and track project processes, financials and the production of the required deliverables, advising and reporting to Boards and Sponsors on the status of activities

3. DIMENSIONS:

This role contributes to the planning and leads the delivery of work programmes across Integrated Commissioning ASC and PH, ensuring Directorate activities are effectively managed, reported and delivered on time, and that resources are deployed in accordance with capacity needs. As an expert in delivering across the commissioning cycle the role will work across various disciplines and teams to ensure delivery of high quality and outcome focussed commissioned programmes.

You will form part of a high performing team that will contribute to internal and external project and programme management including research, commissioning, service shaping and policy development to transform our approach to care and support delivery in the Bi-Borough. You will implement collaborative commissioning approaches and develop mechanisms so that resources are used in accordance with need. You will be expected to use a mix of mentoring and project management methods and apply the best approach to deliver against specified commissioning portfolios.

This includes working closely with all our partners across the NWL Integrated Care System and Partnership and with wider stakeholders such as Children's, Housing, Community Engagement and Employment services to ensure work is joined up.

Utilising evidenced based knowledge you will help develop initiatives and ensure that people, processes and technology create an agile function, responding quickly to external events, whilst bringing the best of innovations from our partnerships and other sectors into the organisation you will ensure that commissioning strategies and plans are implemented across the services for The Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC).

SELECTION CRITERIA/PERSON SPECIFICATION

Job Title:

Bi Borough Care Markets Team Manager

Conditions to Note:

Candidates:

When completing your application form, please address your answers directly to each of the selection criteria below. This enables the panel to assess your ability to meet each criterion. It is essential that you give at least one example of your ability to meet each of the four Values and Behaviours: Putting Communities First, Respect, Integrity and Working Together.

Recruiting Managers:

The following values and behaviours are essential criteria in each post and must be addressed directly by candidates. The Guidance Notes on values and behaviours for managers give example questions to probe candidates in the interview and application stages of the recruitment process.

Values & Behaviours

The Royal Borough of Kensington and Chelsea has identified four key behaviours and values that should be demonstrated by all council employees. Successful candidates will show the ability to meet these behaviours.

A	Equal Opportunities Demonstrate an understanding of and commitment to Council policies in relation to Equal Opportunity, Customer Care and service delivery, and the ability to implement these policies in the workplace.
B	Qualifications Essential: Degree level or equivalent experience
C	Skills; Experience and Attitude Essential: <ul style="list-style-type: none"> • Extensive experience of successfully leading major commissioning, transformation and/or service improvement programmes within large complex organisations (preferably Adult's or public health services) to deliver tangible outcomes • Excellent leadership that inspires and motivates quality service delivery • Experience of working in a senior strategic role in a large and complex organisation in a project management capacity • An excellent track record of successfully leading and managing cross-functional project groups to drive through significant efficiency savings or quality improvements as a result of more effective service design, commercial, contract or procurement practices whilst maintaining strong service outcomes

	<ul style="list-style-type: none"> • Knowledge of key issues and considerations in relation to strategic commissioning and procurement activity within relevant policy and legislation. • Excellent influence and negotiation skills to drive and manage change and deliver strategic priorities and secure outcome • An innovative and imaginative approach and the ability to identify new and credible options and solutions for service development experience of evidence-based commissioning applying strong analytical skills and lateral thinking to develop commissioning/ transformation strategies, plans and innovative service delivery options • Proven stakeholder management, co-production and engagement skills, combined with evidence of strong political skills in a complex environment and sensitivity to stakeholder needs and priorities • Excellent interpersonal skills and credibility, with the ability to establish positive working relationships with staff at all levels, corporate colleagues, external organisations etc to generate confidence, trust and respect • Evidence of successfully managing and mitigating risks including those of a service, commercial, financial procurement and political nature • Good knowledge of public sector organisations and a current understanding of the legal and regulatory framework of public sector contracts, procurement and other relevant legislation
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Our Values & Behaviours	
D	<div>PUTTING COMMUNITIES FIRST</div> <ul style="list-style-type: none"> • We put local people at the heart of decision making in everything we do. • We seek to include and involve: all voices matter. • We provide quality services that are responsive, effective and efficient. <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> • I actively involve and include the communities that I serve in my work. • I shall reflect the views of the communities in my daily work. • I shall improve the service I provide through seeking feedback from others. <p>Our residents will feel that:</p> <ul style="list-style-type: none"> • I have been included • I can see how my views have been taken into account • I can see improvements and developments based on my input
E	<div>RESPECT</div>

	<ul style="list-style-type: none"> • We listen to everyone and value the personal experiences of people in our communities and of each other. • We adopt a fair, and involving approach regardless of any way in which an individual is different to us. <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> • I adapt my approach to take account of all differences and cultures in the community and with colleagues. • I ensure I am equitable and fair by including those who are quiet or may not be able to represent themselves. • I communicate in a way that is respectful, encourages involvement and meets people's needs. <p>Our residents will feel that:</p> <ul style="list-style-type: none"> • I feel my culture and background are respected. • I have confidence that action is being taken. • I feel I am being treated fairly.
F	<div style="background-color: #00a0e3; color: white; text-align: center; padding: 5px; border-radius: 10px;">INTEGRITY</div> <ul style="list-style-type: none"> • We act with openness, honesty, compassion, responsibility and humility. • We let people know what we are doing and communicate why and how decisions have been made. <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> • I demonstrate empathy in my interactions with others. • I am honest and transparent about the decisions I take. • I follow through on the actions I say I will take and take ownership for communicating the outcome. <p>Our residents will feel that:</p> <ul style="list-style-type: none"> • I am told when something is not possible and the reasons why are explained to me. • I feel my perspective is listened to and understood. • I feel my views are valued
G	<div style="background-color: #00b050; color: white; text-align: center; padding: 5px; border-radius: 10px;">WORKING TOGETHER</div> <ul style="list-style-type: none"> • We work together and in partnership with everyone that has an impact on the lives of our residents. • We want to understand, learn from each other and continually adapt. <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> • I work with others to provide an effective service for residents, local communities and other departments within the Council. • I seek ways to work with other departments to deliver a seamless service and find opportunities to improve. • I seek out opportunities to learn from my colleagues and build on good practice. <p>Our residents will feel that:</p> <ul style="list-style-type: none"> • I can get my issue resolved without being passed around departments. • I find it easy to access the services that I need. • I feel the Council is open to new ideas.