

JOB DESCRIPTION

Job Title:	Integrated Associate Director: Children, Young People, Maternity and CAMHS Commissioning
Band:	8D / Equivalent
Department(s):	Lambeth Place Integrated Children's Commissioning
Function:	Integrated Children's Commissioning
Responsible to:	Director, Integrated Children's Commissioning and Youth Services
Accountable to:	Strategic Director, Children's Services Strategic Director, Adults and Health
Hours:	37.5

Local Context

The South East London Integrated Care System (ICS) brings together the health and care partners that serve our vibrant and highly diverse populations resident in the London boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Greenwich - our Places.

Our partnership brings together six local authorities, over 200 general practices (operating within 35 Primary Care Networks), Guy's and St Thomas' Hospital NHS FT, King's College Hospital NHS FT, Lewisham and Greenwich NHS Trust, South London and the Maudsley Mental Health FT and Oxleas FT. Importantly, the ICS seeks to be connected to the communities we serve (circa 1.92m residents) and work with the widest possible range of community, voluntary and third sector groups and organisations in each borough. The reach of our NHS provider portfolios extends beyond the borders of the ICS, across London, the south of England and nationally for some services.

Our vision for the ICS is a highly performing, sustainable system that looks after its staff, responds to its communities and takes action to reduce the inequalities they experience. As a new organisation we have developed a system development plan <https://www.ourhealthierseel.nhs.uk/SDP-8-November-2021.pdf> that outlines the way in which we seek to operate and the steps we will take to realise the full potential of our partnership.

Our ICS is a 'System of systems' and the Integrated Care Board (ICB) that supports it will work with partners that come together as Collaboratives for acute physical and mental health care; and as Local Care Partnerships (LCPs) that provide multi-agency leadership to the development and delivery of borough focused care. The ICB will relate to and work with residents and the bodies that serve them at neighbourhood, borough and south east London wide levels.

Principles of our Operating model: Our system expectation

The South East London ICB is the NHS management unit of the ICS. It is accountable both to NHS England and to the South East London Integrated Care Partnership (ICP). The ICS exists to deliver four core purposes:

- Improve outcomes in South East London population health and health and care services
- Tackle inequalities in outcomes, experience and access suffered by the residents of South East London
- Enhance productivity and value for money in the use of health and care resources in South East London
- Help the NHS support broader social and economic development in South East London.

The ICS is not an intermediate management tier and fundamental to the operating model of the ICS are three fundamental principles:

- **Partnership:** We are a partnership of sovereign bodies coming together to achieve something greater than the sum of the partners. All partners have a voice and all partners have responsibility.
- **Subsidiarity:** We work on the basis of subsidiarity. This means issues and decisions should be dealt at the most local level consistent with their effective resolution.
- **Accountability:** We value both supporting each other and being held to account by each other and our wider partners.

JOB PURPOSE

- This is a joint post working across NHS Lambeth and Lambeth Council's Children & Young People's Services with joint accountability across both. The postholder will be required to work across the health, social care and education economy and will need to influence and engage stakeholders including families, children as well the partnerships (Health, Education, Local Authority, Voluntary Sector, Acute Trusts and Community providers) across Lambeth.
- The postholder will be responsible for developing and implementing the frameworks for joint strategic commissioning arrangements for children and young people's services across the NHS and the Council. This will include ensuring that robust governance arrangements, which are compliant with legislation and guidance, are in place to enable joint decisions to be made at the highest level, in order to benefit children, young people and families in Lambeth
- The postholder will have lead responsibility for the development of Lambeth's Children and Young People's services.
- The postholder will have lead responsibility for commissioning children and maternity services in line with identified needs and best value criteria. This will include taking the commissioning lead for the Council and NHS in relation to any collaborative commissioning intentions, negotiating contracts with statutory and non-statutory service providers and working with partners to ensure value for money. The postholder will be responsible for managing the children's commissioning functions and budgets across both Lambeth

Council's Children's Services department and NHS Lambeth, ensuring that appropriate contract management arrangements are in place. This will include providing line management and appropriate leadership to the joint commissioning team

- In addition, the postholder will have a lead role across both Lambeth Council and NHS for ensuring the achievement of any local agreements in relation to child and adolescent mental health, teenage pregnancy and childhood obesity.
- The postholder will take the Commissioning lead for Children and Young People's Public Health services, working closely with Public Health colleagues within the Local Authority
- The post holder will be responsible for ensuring that safeguarding arrangements are well embedded in the organisational systems and processes and will support the Executive Director responsible for safeguarding to ensure safeguarding compliance. They will link in with the Designated Doctor & Nurse to ensure provider compliance with safeguarding requirements

1. Duties and Responsibilities

Children and Young People's Services

- To take a lead role in the commissioning of services for children and young people across the Council, ICS Place and Public Health space
- To develop and oversee a robust Commissioning Plan / Strategy, leading the service to deliver on targets laid out within that whilst also contributing to wider strategic developments within the borough
- To oversee the Integrated Commissioning Team and take lead roles for the areas within that: Early Years and Parenting, SEND and Health, and Vulnerable Children and CLA
- To lead the implementation of relevant strategies within the division – for example the Youth Strategy
- To play a lead role in the development of the Lambeth Together children and young people's alliance, supporting the Programme Director, leading groups as relevant, and providing subject matter expertise where required
- To take a lead role in any relevant statutory or legislative changes; for example the Start for Life Family Hub programme or similar
- To take a lead on the transformation of emotional health and wellbeing services for children and young people in the borough
- To lead contract negotiations on high value service level agreements for children's services, ensuring effective contract monitoring is maintained.
- To be responsible for a coherent and effective governance structure supporting partnership and alliance arrangements (or any replacement arrangements) ensuring good communication and engagement of stakeholders.
- To establish and maintain a robust decision-making processes for children and young people with complex and specialist care needs. This will include chairing the Tripartite Panel for Children with Complex and Specialist Needs,

having an overview of children and young people requiring urgent admission to specialist units and developing policies across health, education and social care that are clear and support transparent decision making in this context.

- To oversee the Continuing Care caseload, budget and procedures for children requiring across Lambeth Council and ICS ensuring that there is a shared understanding of decision-making processes and entitlement.
- To manage contentious situations in relation to disputes between partner agencies or with individual patients and relatives in respect of decisions relating to urgent, continuing or palliative care requests.
- To lead, manage and motivate the Integrated Commissioning team by providing appropriate and compassionate leadership and direction to the staff ensuring continuous professional development
- To keep abreast and disseminate policy changes relating to children and young people's services across partner agencies, Lambeth Council and the ICS
- To support and play a role in the delivery of other relevant Strategies and initiatives, such as the Lambeth Made Employment, Skills and Education Programme, and Child Friendly Lambeth

Maternity Services

- To support and work with the existing ICS governance, influencing and shaping the sector wide planning and commissioning arrangements for maternity services.
- To work with local leads to ensure recommendations from national maternity views are implemented
- To develop policies and protocols relating to maternity care across primary, community and acute care settings ensuring appropriate links with wider borough developments such as Children's Centres.
- To keep abreast and disseminate policy changes relating to maternity services across the ICS and partner agencies as appropriate.

Partnership Working

- To have lead responsibility for establishing and coordinating arrangements across a range of agencies including NHS providers, third sector providers and the local authority.
- To hold lead responsibility for delivery of action plans and strategies relating to children's commissioning, including leading service reviews, developing business cases and commissioning services to meet identified gaps.
- To take lead roles in preparation for inspections as required

Strategic Commissioning

- To be a member of the Directorate Senior Management Team and to participate in the overall development of strategic commissioning across the ICS and Local Authority

- To be accountable for commissioning budgets at both ICS Place and Lambeth Council and manage these in line with the respective SFI's and in accordance with best practice principles.
- To provide line management and professional leadership to the team within the service area, ensuring that all individuals work to agreed objectives and continuing professional development plans in line with best practice principles.
- To participate in the development of the Local Area's Commissioning Strategy / Plan and the annual operating plans.
- Undertake other duties commensurate with role and level of responsibility within Lambeth Council and ICS including participating in the 'On Call' rota

Communications & Relationships

Highly developed interpersonal, communication and negotiation skills are required in order to effectively engage a wide range of internal and external stakeholders, at commissioner and provider levels, in order to facilitate the achievement of the SEL ICB and LBL strategic priorities.

Financial and Physical Resources

The post holder will hold responsibility for the overall budget setting and management responsibility for activity across the Local Authority and ICS, covering Children's Commissioning and Youth Services.

Staff Management and leadership

The post holder will hold responsibility for staff management and leadership over the Integrated Children's Commissioning Team. It shall have direct line management responsibility of Lead Commissioners.

GENERAL DUTIES AND RESPONSIBILITIES

2. Mobility

The post-holder is contracted to work at any appropriate south east London ICB / London Borough of Lambeth office as necessary for the delivery of the functions of this role.

3. Confidentiality

In the course of your employment you will have access to confidential information relating to the ICB and Local Authority's business, population and its staff. You are required to exercise due consideration in the way you use such information and should not act in any way, which might be prejudicial to the organisation's interests. Information which may be included in the category which requires extra consideration covers both access to the general business of the ICB and the Council

and information regarding individuals. If you are in any doubt regarding the use of information in the pursuit of your duties you should seek advice from your Line Manager before communicating such information to any third party.

Confidential information should always be treated according to the ICB and Council's rules on confidentiality. Any inappropriate disclosure may be subject to the ICB's / Council's disciplinary procedures.

4. Information Governance

ICB and Council staff must keep up-to-date with the requirements of Information Governance and must follow ICB / Council policies and procedures to ensure that information is dealt with legally, securely, efficiently and effectively. Staff must appropriately manage all of the Information they handle during the course of their employment with the ICB and Council, making the information available for sharing in a controlled manner, subject to statutory requirements and the ICB / Council Information Governance Policy, and formal Information Sharing arrangements.

5. Raising Concerns

Staff may on occasion have genuine concerns about healthcare matters and consequently the ICB / Council endorses the principle that these must be raised in a responsible and appropriate manner, and if necessary using the appropriate 'Raising Concerns (Whistleblowing)' policy.

6. Records Management

As an employee of the ICB / Council, you have a legal responsibility for all records you work with e.g. patient records, financial records, personal, administrative, etc that you gather or use as part of your work within the ICB / Council. The records may be held in a variety of formats such as paper, electronic, microfiche, audio and video tapes, etc. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

7. Data Protection

The ICB / Council is registered as a data controller under the Data Protection Act 2018/General Data Protection Regulations. All the personal information we hold, obtain, record, use and share as an organisation is governed by this Act and Regulation. As an employee of the ICB / Council you have a legal responsibility for all personal information you handle and must not at any time use the personal data in a way incompatible with the guidelines stipulated in this act. If you are in any doubt regarding what you should or should not do in connection with the Data Protection Act and the General Data Protection Regulations then you must contact your Line Manager.

8. Health and Safety

Employees must be aware of the responsibility placed on them under the Health and Safety at Work Act (1974) to maintain a healthy and safe working environment for both staff and visitors. Employees also have a duty to observe obligations under the ICB's Health and Safety policies and to maintain awareness of safe practices and assessment of risk in accordance with the Risk Management Strategy.

9. Infection Control

Staff are responsible for protecting themselves and others against infection risks. All staff regardless of whether clinical or not are expected to comply with current infection control policies and procedures and to report any problems with regard to this to their managers. All staff undertaking patient care activities must attend infection control training and updates as required.

10. Financial Regulations

All staff are responsible for the security of the property of the ICB / Council, avoiding loss or damage of property, and being economical and efficient in the use of resources. Staff should conform to the requirements of the Standing Orders, Standing Financial Instructions or other financial procedures including the Code of Conduct and Accountability and the Fraud and Anti Bribery Policies.

11. Safeguarding Children & Vulnerable Adults

All employees are required to act in such a way that at all times safeguards the health and wellbeing of children and vulnerable adults. Compliance with mandatory and statutory training requirements is an essential requirement of all employees.

12. Risk Management

Managers are responsible for implementing and monitoring any identified and appropriate risk management control measures within their designated area(s) and scope of responsibility. Responsibilities of staff with regard to risk management are outlined more fully in the Risk Management Strategy. Staff are responsible for ensuring that they are aware of those responsibilities.

13. Code of Conduct

The Department of Health's Code of Conduct for NHS Managers has been adopted by the ICB for all Director-level and senior management posts. This requires the post-holder to comply with the Code and for his/her actions to demonstrate a commitment to the Code. In particular, the post-holder must:-

- a) make the care and safety of patients his/her first concern and act quickly to protect patients from risk;
- b) respect the public, patients, relatives, carers, NHS staff and partners in other agencies;
- c) be honest and act with integrity;

- d) accept accountability for his/her own work, the performance of those he/she manages and of his/her own organisation;
- e) Demonstrate his/her commitment to team working by co-operating with all his/her colleagues in the NHS and in the wider community.

14. Acceptance of Gifts and Hospitality

The conduct of staff in the public service should be scrupulously impartial and honest and in this context any offers of gifts or hospitality should be discussed with your manager, prior to acceptance.

15. Equality and Diversity

The ICB / Council is committed to ensuring equality of opportunity for all irrespective of their age, colour, creed, ethnic or national origin, marital status, nationality, physical or mental disability, race, religious belief, sex, transgender, sexual orientation. Include all protected characteristics.

16. Use of new technology

The ICB / Council is making increased use of computer technology. The majority of employees (both clinical and non-clinical) are expected to use automated information systems in their work in order to improve quality and co-ordination of services, to enable faster and more certain communication. Necessary training will be provided. Compliance with the Data Protection Act 1988, Information Governance and the relevant Computer Usage Policy is expected.

17. Civil Contingencies Act 2004

All staff will note the Organisation's responsibilities under the Civil Contingencies Act 2004, and NHS Major Incident Plans Guidance (DoH 1998 and 2004).

18. No Smoking

Smoking by staff, patients and visitors, will not be permitted anywhere on ICB premises.

19. General

- The post holder may be required to work at any of the ICB or Council's sites in line with the service needs.
- Create, maintain and enhance effective working relationships, both internally and externally
- This job description provides an outline of the tasks, responsibilities and outcomes required of the role. The job holder will undertake any other duties that may be required which are consistent with the grade and responsibility of the post.

- This job description describes responsibilities, as they are currently required. It is anticipated duties will change over time and the job description may need to be reviewed in the future.
- All staff have a responsibility to participate in the employer's Appraisal Scheme and to contribute to their own development and the development of any staff that they are responsible for appraising.

Person Specification

Insert Job title – Director, Band 8D

Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

Factors	Essential	Desirable	Assessment Method
<p>Education / Qualifications</p> <p>Educated to masters level (or equivalent experience), with additional in depth professional knowledge in own discipline over a significant period</p>	√		
<p>Experience</p> <p>Experience, expertise and understanding of commissioning, business planning, budget setting and contracting processes, in Local Authority and Health environments.</p> <p>Experience of managing the delivery and improvement of services within complex and diverse organisations.</p> <p>Experience of leading teams of professional staff within a compassionate but high-performing culture</p> <p>Experience of developing strategies to meet changing organisational needs.</p> <p>Experience of inter-agency working and the development of joint projects.</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>		
<p>Skills and Abilities</p>			

<p>The ability to identify, define, promote, communicate and achieve clear organisational values and goals, effective management processes, and rational and timely decision taking</p>	<p>√</p>		
<p>The ability to work in partnership with Professionals within and outside the local area, and a partnership approach to working across organisations.</p>	<p>√</p>		
<p>The ability to analyse complex issues, to think and plan to achieve both tactical and strategic objectives, and to exercise sound judgement in the face of conflicting pressures.</p>	<p>√</p>		
<p>The skills to evaluate and learn from outcomes, with a clear commitment to innovation, learning and improvement.</p>	<p>√</p>		
<p>Effectiveness in conflict resolution and management.</p>	<p>√</p>		
<p>Other</p> <p>Stamina, energy and enthusiasm and the ability to work effectively under pressure</p> <p>Strong leadership influencing, negotiating and interpersonal skills</p> <p>A collaborative management style, which recognises and values personal contributions and agenda and encourages team working</p>	<p>√</p> <p>√</p> <p>√</p>		

Assessment Method

A = Application	I = Interview	C = Certificate	T = Test
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