



Role Title	Head of Commissioning and Market Quality – Age Well
Job Family	Adult Social Care
Pay Range / Scale	PO11
Purpose	
<p>To lead the strategic commissioning of services for older adults (Age Well), ensuring high-quality, sustainable, and outcome-focused provision that promotes independence, wellbeing, and choice. The role will drive innovation, market development, and integrated approaches across health and social care to meet statutory duties and local priorities.</p> <p>To lead and manage a team of Strategic Commissioning Managers and Quality and Contracts Managers and staff within the portfolio.</p> <p>To work closely with other Heads of Services within Strategic Commissioning to ensure commissioning work programmes are delivered to time with excellent outcomes.</p> <p>The role reports to the Assistant Director of Strategic Commissioning and Market Quality.</p>	
Generic Accountabilities	End Results/ Outcomes
Strategic Leadership	<ul style="list-style-type: none"> • Develop and deliver commissioning strategies for older adults, aligned with corporate priorities and the Care Act 2014. • Lead service transformation projects to improve outcomes and efficiency, including reablement, home care, residential and nursing care, and community-based support. • Provide expert advice on commissioning policy, market shaping, and procurement for Age Well services
Develop service plans to meet strategic business goals. Ensure compliance with all internal and external standards.	<p>Service plans and targets for area of responsibility are developed from overall strategic directives and agreed and communicated within required timeframe.</p> <p>Strategic and operational input is provided to wider business planning and development, including liaison/links with health services.</p> <p>Progress against objectives is effectively monitored and delivered.</p>

<p>Lead the development, and oversee the delivery of strategies, policies, contracts, data, systems, standards, procedures and / or governance frameworks within area of responsibility.</p>	<p>Strategies reflect key stakeholder strategy and effectively communicate the case for change.</p> <p>Changes are identified, planned, designed, developed, tested, approved and implemented.</p> <p>Governance frameworks have clear accountabilities and effectiveness is measurable.</p>
<p>Co-ordinate service responses to major corporate or partner initiatives which impact upon the specialist area.</p> <p>Provide expert advice, guidance, support and challenge to internal /external stakeholders.</p>	<p>Expert advice, information, support and challenge are provided on all professional commissioning / commercial and strategic issues within the field of expertise.</p> <p>Change / issues are managed effectively.</p> <p>Knowledge sharing is embedded within the organisation and other stakeholders as appropriate.</p>
<p>Secure, direct and control the resources required to enable the function to meet or exceed its objectives.</p>	<p>Resources are efficiently and effectively deployed.</p> <p>Budgets and financial risks are monitored and managed in line with organisational requirements.</p> <p>Funding from external sources is identified and secured.</p> <p>The structure and staffing of the function is kept under review and adjusted where necessary to meet changing organisational requirements.</p>
<p>Leadership & Team Development</p>	<ul style="list-style-type: none"> • Lead and develop a team of commissioning and contract managers and officers within the Age Well portfolio. • Foster a culture of collaboration, innovation, and accountability across commissioning and operational teams.
<p>Provide leadership and direction for the function, ensuring that individuals and teams perform to a consistently high standard.</p>	<p>Business, service, programme and project plans are developed, communicated and monitored.</p> <p>Individuals and teams are equipped with the necessary skills, experience and behaviours. They are set objectives that they consistently meet or exceed.</p> <p>Recruitment, induction, development and appraisal are undertaken effectively and in line with Council requirements.</p> <p>Any under-performance is identified and addressed at the earliest opportunity.</p>
<p>Market Development & Partnership Working</p>	<ul style="list-style-type: none"> • Shape and sustain a diverse, high-quality provider market for working-age adults. • Build strong partnerships with health, voluntary sector, and community organisations to co-produce solutions. • Promote integrated approaches and innovative models, including supported living and

	technology-enabled care.
Ensure the development and delivery of continuous improvements in all aspects of the service.	Improvements are developed and delivered effectively. Stakeholder requirements are met.
Advise members and senior leaders on issues relevant to the function	Members and senior leaders receive high-quality advice. They can rely on recommendations made or approved by the postholder.
Develop opportunities for partnership working across the local system. Lead on relevant partnerships between public, private and voluntary sector groups.	Delivery of the function is supported or achieved through partnership working with others. Partnerships are effectively led. Accountabilities are clear. The Council & partners interests are protected. Best practice is identified, promoted and shared.
Market Development & Partnership Working	<ul style="list-style-type: none"> • Shape and sustain a diverse, high-quality provider market for older adult services. • Build strong partnerships with health, voluntary sector, and community organisations to co-produce solutions. • Drive innovation in care models, including technology-enabled care and integrated pathways.
Develop and manage stakeholder relationships. Ensure the function has a positive and effective relationship with members, senior leaders, Council and health services and other stakeholders.	Good working relationships are established, fostered and sustained. The function is improved through learning from feedback, including learning from complaints. The Council is professionally represented on relevant local, regional and national forums.
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	All policies and procedures are complied with.
Financial & Performance Management	<ul style="list-style-type: none"> • Manage commissioning budgets effectively, delivering savings and value for money. • Monitor performance and outcomes, using data and analytics to inform decision-making and continuous improvement.

Leadership & Team Development	<ul style="list-style-type: none"> • Lead and develop a team of commissioning managers and quality and contract managers and officers within the Age Well portfolio. • Foster a culture of collaboration, innovation, and accountability across commissioning and operational teams. • Work closely with other heads of service and other colleagues across adult social care to ensure excellent outcomes are delivered.
Governance & Compliance	<ul style="list-style-type: none"> • Ensure adherence to statutory duties, safeguarding requirements, and procurement regulations. • Contribute to quality assurance and risk management processes
Job Specific Accountabilities:	End Results/Outcomes
<p>To develop and implement effective commissioning frameworks and strategies.</p>	<p>Commissioning strategies are produced with service users, carers, partners and are supported by accurate and comprehensive analysis of demand, national and local policy, market intelligence, opportunities best practice and innovation.</p> <p>The implementation of commissioning strategies enables achievement of agreed integrated commissioning priorities</p> <p>Commissioning frameworks and strategies are produced and continually kept up to date.</p> <p>All statutory obligations in regards to commissioning for the specified client groups(s) are met.</p> <p>To improve delivery of outcome focused commissioning, including the development of clear and effective pathways, facilitating the primary and secondary care interfaces supported by the development and implementation of new contracting methodologies</p> <p>To ensure that residents are appropriately consulted and engaged and that ways of co-producing solutions are developed</p>
<p>To be the lead officer for commissioning of services.</p>	<p>Commissioning frameworks and strategies are developed and implemented, resulting in improved outcomes and evidence and achieve best value for money.</p> <p>Effective, collaborative working relationships and partnerships are established with all key stakeholders, including the senior leadership team, members, the wider council, the Integrated Care Board, GP networks, hospital trusts, VCS partners, regional agencies and central government.</p> <p>The postholder will be given the appropriate freedom to act in order that they are able to deliver their</p>

	<p>commissioning outcomes</p> <p>Ability to make decisions autonomously, when required, on difficult issues, working to tight and often changing timescales</p>
<p>To lead on high value or priority projects to commission or de-commission services</p>	<p>Commissioning, redesign and de-commissioning projects align with commissioning priorities.</p> <p>Recommendations are evidence based and clear business plans underpin recommendations.</p> <p>Negative impacts on service users, carers, families and the Council and other partners are mitigated.</p> <p>Projects / programmes have clear and assigned accountabilities and meet all targets, specification, governance, timescales and budgets.</p> <p>Government agenda requirements are met.</p> <p>Commercial strategy and tendering complies with all operational, procedural, financial and statutory requirements.</p> <p>Commissioning requirements / organisational preferences are incorporated.</p> <p>Commercial and value for money outcomes are achieved and savings are delivered.</p>
<p>To maximise value for money from commissioned spend</p>	<p>Suppliers and supply chains are resilient and adaptable to meet changing needs.</p> <p>Providers deliver the outcomes set by the commissioning strategy, within the budget and time agreed.</p> <p>Greater value for money is achieved through negotiation and maximisation of commercial opportunities.</p> <p>Quality & Contracts staff are supported to ensure a high quality and diverse market place are in place and where quality issues are identified stakeholders are notified of issues, clear processes to support improvement are followed and service improvement plans put into place.</p> <p>Brokerage teams are effectively supported to secure the best value for money for the supplier market.</p>
<p>Market shaping and quality</p>	<p>To work closely with the market and other partners to shape and sustain a diverse, high quality provider market for older adult services.</p> <p>To ensure robust contract management is occurring and that Waltham Forest has a high quality and diverse market place that promotes choice and contract whilst delivering best value for money.</p> <p>Strong relationships and partnership will be in place with health, the voluntary sector and community organisation</p>

	<p>to co produce solutions.</p> <p>Driving innovation in care models, including technology-enabled care and integrated pathways within the portfolio</p>
Be a member of the Strategic Commissioning Management Team.	<p>The vision for the service is achieved. Services represent value for money. Staff engagement scores are high</p> <p>The service has an excellent reputation among members, senior leadership, staff and stakeholders</p>
Ensuring robust financial and performance management is occurring	<p>Responsibility for management of commissioning budgets effectively, delivering savings and value for money.</p> <p>Ensuring robust monitoring of performance and outcomes, using data and analytics to inform decision-making and continuous improvement.</p> <p>Ensuring commissioning activity is delivered to key milestones with excellent outcomes delivered</p> <p>Ensuring senior stakeholders are assured that risks are being appropriately managed and mitigated for.</p>

Nature of Contacts

Senior managers, directors, members and equivalent level external contacts, key stakeholder's partners and providers, to identify / meet requirements, generate and co-ordinate original ideas and develop council and partnership wide policy and service delivery.

To provide expert advice, guidance and support on highly complex / sensitive issues. Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders.

Build and sustain effective relationships with all internal and external stakeholders. Work in partnership with internal and external contacts to develop and maintain joint working and promote the Council position. Co-ordinate partnership working activities and internal / external working groups. Influence their decisions.

Procedural Context

Reports to Assistant Director of Strategic Commissioning and Market Quality.

- Significant experience in adult social care commissioning, particularly for older adults
- Strong leadership and people management skills.
- Excellent knowledge of relevant legislation (Care Act 2014, procurement regulations).
- Proven ability to manage budgets and deliver efficiency savings.
- Strong analytical, negotiation, and stakeholder engagement skills.

Manage highly complex / high risk issues within a framework of policy and regulatory guidelines. Objectives and targets are developed and agreed in line with service plan. High level of discretion and use of initiative in deciding what course of action to take. Exercise

expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service.

Accountable for developing and delivering strategy, promoting innovation and supporting operational excellence in the LBWF. Working with highly complex data, facts and situations requiring analysis, interpretations and comparisons on a range of options and making decisions on the most appropriate approach.

Significant expert knowledge and significant experience is required to resolve highly complex issues and proactively anticipate and mitigate problems. Design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the council.

Identify examples of national and international best practice and to ensure that LBWFF benefit strategically from relevant innovations in health and social care

Evidence strong commercial skills and collaboration with ability to strategically develop and deliver commissioning plans for the entirety of the portfolio.

Develop and champion new initiatives or projects as necessary, working with providers and clinical experts

Provide oversight for relevant market areas ensuring high quality providers are in place and where needed that clear service improvement plans are developed in place and that processes are being followed. Tracking the progress of service improvement plans and ensuring that the intended benefits are achieved with outcomes maximised.

The postholder will support the work undertaken by partners and ensure where appropriate that relevant partners are part of the strategic negotiations.

Occasionally the post will be expected to work from other locations

Resourcing

Budget Responsibilities: The post holder holds the budget in relation to a defined cohort priority area

Supervisory Responsibilities: Line Responsibility for Commissioning, Quality & Contract Managers and other Officers within their portfolio.

Competency Level: Senior Manager

Knowledge, Skills and Experience

- Significant experience in adult social care commissioning, particularly for older adults.
- Strong leadership and people management skills.
- Excellent knowledge of relevant legislation (Care Act 2014, procurement regulations).
- Proven ability to manage budgets and deliver efficiency savings.
- Strong analytical, negotiation, and stakeholder engagement skills.
- Proven track record of developing and implementing effective commissioning strategies and plans in a health and social care context to secure improvements outcomes, efficiencies and value for money
- Proven experience of successfully managing developing and managing external

partnerships, carrying out effective commercial negotiations and managing provider markets

- Deep understanding of and experience in working with people who draw on care and support from adult social care, including the issues affecting service users, carers and families, legislative and policy drivers, good practice and innovation
- Relevant experience within a large organisation delivering similar services, with evidence of specialist knowledge and work responsibilities appropriate to the role
- Highly numerate, with excellent analytical and problem-solving skills
- Ability to communicate effectively using a wide variety of media and methodologies, including written, oral and visual means of communication
- Well-developed interpersonal, persuasion and negotiating skills
- Ability and strong evidence that the post holder not only thinks but delivers strategically, ensuring activity is delivered to key milestones with strong accountability and ownership
- Experience in integrated commissioning with partners e.g. public health, childrens, health partners.
- Knowledge of supported living, mental health commissioning, and market development.
- Familiarity with contract management systems and performance frameworks.
- Significant experience of working closely with, advising and influencing members, senior officers and stakeholders
- Excellent leader and manager of people, with the ability to mobilise resources effectively and motivate others to deliver on objectives
- Experience of successfully delivering programmes or projects
- Self-motivated, enthusiastic and driven to achieve success
- Creative and innovative
- Politically astute
- Resilient in the face of contradicting priorities, difficult situations and a demanding workload
- Knowledge of the key issues facing local government
- Credible ambassador for the organisation
- Demonstrable commitment to equal opportunities and equality in employment and service delivery
- Experience in integrated commissioning with a range of partners e.g. public health, health, VCS other council directorates.
- Demonstrable understanding and knowledge of older adults portfolio and delivery of commissioning activity for this portfolio including reablement, home care, technology-enabled care, residential and nursing and market development.
- Strong understanding of contract management systems and performance frameworks.

Indicative Qualifications

Educated to degree level or equivalent standard.

Post graduate qualification.

Relevant professional qualification.

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.