

Role Title	Quality & Contracts Manager
Job Family	Adult Social Care
Pay Range / Scale	PO8
Purpose	
<p>To lead on the management, monitoring and improvement of quality and contractual performance across commissioned adult social care services. The postholder will ensure providers deliver safe, effective, person centred and value for money services in line with contractual requirements, statutory duties, and council priorities.</p> <p>The role provides expert leadership on quality assurance, contract management, compliance, and continuous improvement, working collaboratively with providers, operational teams, partners and regulators.</p> <p>To lead and manage a team of Quality, Contracts and Supplier Relationship staff.</p>	
Generic Accountabilities	End Results/ Outcomes
Lead projects or improvement programmes, and contribute to the delivery of larger programmes of work.	<p>Practical, effective solutions are developed and delivered in accordance with legislative requirements and good practice guidelines and address any relevant environmental / conservation / technical / design issues.</p> <p>Projects are delivered to agreed specification, timescales and budgets.</p>
Lead the development, implementation and oversight of quality assurance and contract management frameworks for adult social care services.	<p>Quality & Contract Framework(s) are in place and embedded (this includes clear processes for risk rating, monitoring, escalation, improvement planning, contract variations/ terminations)</p> <p>Monitoring of services are clearly scheduled and well managed including annual schedule of contract reviews, quality visits, and desktop monitoring delivered to plan (with risk-based frequency).</p> <p>Consistent provider risk segmentation with all providers assigned a risk rating with evidence based rationale and robust oversight and scheduled updates (e.g. monthly)</p> <p>Where quality issues and improvement plans are required these and implemented robustly; underperforming providers have SMART provider improvement plans agreed, monitored and closed with agreed timeframes. Work is informed through close collaborative work with stakeholders and robust governance is in place.</p>

	<p>Providers are effectively supported to ensure high performance and high quality care is delivered and that providers sustainability is being proactively considered.</p> <p>Where issues are identified there is clear escalation and resolution. Timely escalation of quality/ contract concerns (e.g. system intelligence meetings, provider risk management board, safeguarding, legal) with documented outcomes and actions.</p> <p>Robust commercial controls and value for money are assured. This includes ensuring that contract variations, extensions, and fee uplifts processed through relevant frameworks and governance with documented value for money assessment and processes in place to support evidence based decisions.</p>
<p>Ensure commissioned services comply with contractual obligations, relevant legislation, statutory guidance, safeguarding requirements and regulatory standards (including Care Quality Commission requirements).</p>	<p>Compliance demonstrably achieved and services meet contractual KPIs, statutory duties (Care Act, MCA/DoLS/LPS), and safeguarding standards; regulatory requirements tracked and addressed.</p> <p>Regulatory assurance improved and actively evidenced e.g. positive trajectory in CQC ratings and reduction in breaches/enforcement. High quality, diverse and sustainable market place for Waltham Forest.</p> <p>Safeguarding assurance is strengthened with clear interface with safeguarding; themes from Section 42 enquiries, provider concerns, and reviews are effectively translated into commissioning actions.</p> <p>There is timely response to non-compliance e.g rapid corrective actions to CQC Notices, quality alerts, and contract breaches; where necessary, safe de-escalation, suspension, or termination.</p> <p>The provider workforce and safety standards are upheld with robust monitoring and support to providers evidencing safer recruitment, training, medicines management, incident reporting, and business continuity evidenced</p>
<p>Strategic use and lead responsibility for ensuring effective intelligence, performance data and quality information is in place to identify risks, trends and opportunities for improvement across the market.</p>	<p>Robust market insight including embedding market intelligence dashboard(s).</p> <p>Effective use of tools to enable early risk detection and mitigation with well maintained market risk register (e.g., financial fragility, capacity constraints, quality decline), with clear mitigations and owners.</p> <p>Targeted market shaping to support enabling effective commissioning interventions introduced where needed (e.g., rebalancing capacity, new models, pricing reforms, improved outcomes).</p> <p>Excellent outcomes and experience will be evidenced e.g. Measurable improvements in resident outcomes,</p>

	<p>access, equity (including timely hospital discharge pathways and community alternatives).</p> <p>Services evidence value for money and sustainability. This will include use of benchmarking and intelligence to inform fee setting, contract levers, and incentive models.</p>
<p>Strategic responsibility for provider and performance management across Adult Social Care through managing contractual relationships with a range of providers. Ensuring that providers are held to account for quality, performance, outcomes and value for money.</p>	<p>Ensure contracts are compliant with clear KPIs, pricing schedules etc and that processes are in place to ensure robust management.</p> <p>Contracts have assigned leads with accountability and regular performance meetings are occurring; exceptions are identified early with agreed corrective actions and timescales.</p> <p>Commissioned services demonstrate good outcomes and value for money.</p> <p>Any issues are resolved promptly including breaches, variations, and disputes managed through formal routes with documented decisions and outcomes.</p> <p>The contract register is robustly maintained.</p>
<p>Strategic lead for contract monitoring activity, including audits, quality visits, reviews, action plans and escalation processes where standards are not met</p>	<p>There is proportionate and risk based monitoring occurring with staff clearly allocated to work.</p> <p>Robust market engagement is occurring and management of strategic provider relationships is evidences.</p> <p>Reviews for providers are clearly scheduled with regular audits, and quality visits completed to time and scope.</p> <p>Assurance findings are promptly acted on with clear audit reports with ratings, recommendations, and owner led actions.</p> <p>Escalation is timely & effective and non compliance triggers are clearly documented as part of escalation (e.g., system intelligence meetings, provider risk management board, safeguarding, legal).</p> <p>Thematic learning (e.g., medication errors, training gaps) is effectively translated into market wide guidance and provider development.</p>
<p>Responsibility for ensuring robust systems are in place to identify, manage and mitigate quality and safeguarding risks within commissioned services</p>	<p>Clear end to end risk policy and processes are in place which covers risk identification, actions required, mitigations, oversight, review activity , timescale and closure. This work is clearly integrated with quality</p>

<p>working closely with safeguarding and operational colleagues and wider partners to address concerns, including leading on provider improvement or enforcement actions where required.</p>	<p>assurance, contract monitoring and safeguarding pathways.</p> <p>There is a clear and live provider risk register and all providers are risk rated with clear rationales, mitigations, owners and review dates; dynamic updates following incidents, audits or data alerts occur regularly.</p> <p>Robust monitoring tools are in place including dashboards/ frameworks which combine quality, performance, workforce and incident data to flag deterioration / quality issues in services early (e.g. missed visits, complaints spikes, turnover, CQC intelligence).</p> <p>There are clear thresholds and controls in place to support monitoring with defined triggers for additional monitoring, suspension, or escalation; decision making is documented with value for money and resident safety considerations.</p> <p>There are clear business continuity processes in place and providers have verified contingency plans.</p> <p>Excellent joined up working is demonstrated including safeguarding responses with clear interfaces with safeguarding, operational services, NHS and regulators. Roles, timelines and communications are robustly coordinated.</p> <p>There are actionable improvement plans when required. For substantiated concerns or quality failures SMART Provider Improvement Plans will be agreed, monitored and closed when ready and learning embedded. Trackers with brokerage and intelligence will be robustly shared.</p> <p>Residents safety is secured with immediate risk reduction measures in place if quality issues/ concerns identified (e.g. increased spot checks, staffing assurance, audits) and resident communication is handled sensitively.</p>
<p>Identify and interpret issues, trends and problems, which may have a broad impact both within the Council, the care system and for partner organisations, resolving these as appropriate and escalating complex problems if necessary.</p>	<p>Activities are undertaken according relevant guidelines / regulations / procedures.</p> <p>Customer / stakeholder views are available to inform recommendations.</p> <p>Data and measurements are accurately recorded.</p>
<p>Advise Directors, Members and others on issues relevant to the service area. Provide professional challenge and</p>	<p>Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise.</p>

advice to colleagues, managers and partner organisations.	<p>Responses to major corporate or partner initiatives / complex strategic or operational issues are managed effectively.</p> <p>Major issues are managed through to a satisfactory conclusion.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p>
Ensure the development and delivery of continuous improvements in all aspects of the service.	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p>
Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility.	<p>Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales.</p> <p>Evidence based recommendations are made.</p> <p>Clear processes are in place to support activity.</p>
Develop good working relationships and communicate effectively with internal / external organisations / partners and stakeholders. Represent specialist area internally and / or externally. Model, demonstrate and promote good practice relevant to the role.	<p>Relevant work area reputation is maintained or enhanced.</p> <p>Stakeholders are engaged with activity relevant to them.</p> <p>Positive feedback is received from stakeholders.</p> <p>Communications are clear, well planned and effective.</p> <p>Best practice is shared and promoted.</p>
Support others in their development.	<p>Identify any changes that may impact the service / profession.</p> <p>Contribute to the development of others (e.g. through sharing knowledge and skills, acting as a coach or mentor, or providing feedback).</p>
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	All Council policies and procedures are complied with.
Job Specific Accountabilities	End Results/Outcomes
Lead on work programme for staff in this area and the development of effective policies and strategies to ensure effective deployment of resource to deliver effective market oversight and management.	<p>Plans 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 plans/ strategies are aligned to agreed commissioning priorities</p> <p>Frameworks, strategies, plans and policies are produced and continually kept up to date.</p> <p>Effective tools to support intelligence are in place and maintained robustly.</p>

	<p>The Council meets statutory obligations in regards to commissioning for the specified client groups(s).</p>
<p>Lead on ensuring proactive management of all operational delivery aspects of the supplier relationship, involving internal and external stakeholders, in order to provide effective contract, quality and risk management, dispute resolution, and be responsible for strategic relationship management.</p>	<p>Contracts register is maintained with all contracts allocated to staffing and clear scheduled monitoring occurring, performance frameworks in place and intelligence collated.</p> <p>Contracts are effectively managed and there are strong strategic and effective relationships in place with the market.</p> <p>Strong, diverse and sustainable market place</p> <p>Effective engagement and relationships within specific markets will have clear leads with proactive and supportive engagement.</p>
<p>Lead on ensuring robust gathering and use of data/ performance and insight to support effective decision making.</p>	<p>Decisions are evidenced based.</p> <p>High quality care and support is being delivered.</p> <p>Where issues are identified clear processes are in place to address these and coordinated and proportionate responses occur in line with escalation processes.</p>
<p>Liaise with delivery partners/ providers/suppliers to develop services</p>	<p>Appropriate levels of service / goods are delivered on time, in line with targets, to budget and standards agreed.</p> <p>Positive outcomes are achieved for residents.</p> <p>Opportunities for partnership working are maximised.</p>
<p>Develop close working relationships with the relevant provider market(s), directing and developing the market towards the achievement of Council goals.</p>	<p>Market position statements are informed by contracts, quality and supplier activity effectively.</p> <p>A local provider market that offer services that promote support and control for a range of vulnerable individuals who need social care services.</p> <p>Established mechanisms for engaging with providers and collecting information relevant to commissioning.</p> <p>Commissioning exercises are successful.</p>
<p>To lead on projects including collaboration and leading on aspects of the commissioning cycle. This will including working with colleagues in the procurement and transformation services to develop new ways of improving outcomes and delivering value for money.</p>	<p>Commissioning, redesign and de-commissioning projects align with Council strategy.</p> <p>Negative impacts on service users, carers, families and the Council are mitigated.</p> <p>Provider relationships are strong. Excellent market engagement and scheduled forums in place.</p> <p>Projects / programmes have clear and assigned accountabilities and meet all targets, specification, governance, timescales and budgets.</p>

	Government agenda requirements are met.
Leading on identification of new opportunities to expand or enhance markets in order to respond to changing need and demands – undertaking the strategic and preparatory work to enable the team to realise those opportunities and for them to be delivered.	<p>Opportunities will be identified and shared which are able to respond to market demands with robust plans in place to support delivery to timescales agreed.</p> <p>Will promotes services for residents and supplier markets in both a targeted and opportunistic way delivering to excellent outcomes.</p>
Strategic responsibility to lead on management, monitoring and analysis of risk across the market including reputational, financial and quality for designated contracts and markets, ensuring that risk management achieved through a multi-disciplinary approach which is effectively communicated, and a proactive response is taken to minimise and mitigate those risks	<p>Effective tools are in place and robust.</p> <p>Contracts have clear performance indicators (both quantitative and qualitative). Contract management effectively brings together both quality and performance related activity.</p> <p>Providers feed back that they have a responsive and proactive relationship with the council.</p> <p>Contract monitoring is scheduled and clear.</p> <p>Excellent market quality oversight is occurring.</p> <p>Market risks are recognised, understood, captured with mitigating and preventative measures that will be led and responded to effectively.</p> <p>Where provider concerns issues are identified there will be proactive plans in place to manage these in line with service improvement plans and policies. Reputational and financial risks will be effectively managed. Risks will be escalated in a timely manner and relevant stakeholders effectively engaged.</p> <p>Individual provider risks will be managed through a multi-disciplinary approach with direct involvement of service areas, regulatory bodies, other authorities</p>
Strategic responsibility for ensuring robust input and support into commissioning of specific new contracts and services, with effective deployment of resources and ensuring use of market knowledge and expertise occurs to inform the analysis of gaps and in developing appropriate service solutions	Excellent understanding of commercial and business priorities to deliver outcomes which translate into identifiable actions and positive results for the organisation

<p>Lead for ensuring where recommissioning and decommissioning of specific contracts and services there is effective engagement and deployment of contracts, quality and supplier relationship officer to enable application of knowledge and expertise gained through contract and market management to inform and support the commissioning process.</p>	<p>Evidence based commissioning activity which supports delivery of more cost effective outcomes.</p> <p>Information will ensure effective and timely input into decisions, even in the face of ambiguity.</p>
<p>Lead for ensuring strong and robust engagement with care markets and wider networks including regular communications and that where high priority issues are identified these are communicated</p>	<p>Ensures robust market engagement and management to inform commissioning activity and enable strong strategic relationships.</p> <p>Robust risk management.</p>
<p>Ensuring effective involvement and contribution to the commissioning cycle, including:</p> <ul style="list-style-type: none"> ○ Undertaking baseline performance and activity analysis ○ Supporting market engagement, including current and potential suppliers. ○ Capturing the voice of service users and residents ○ Contributing to service development and design ○ Managing contract mobilisation ○ Supporting with review activity. 	<p>Evidence based commissioning activity.</p> <p>High quality and best value is achieved</p> <p>Commercial and business priorities are delivered.</p> <p>Providers are held accountable for delivery of performance in line with KPIS.</p> <p>Service users, their families and residents voices are actively evidences to inform and shape service delivery and this is evidenced.</p>
<p>Strategic responsibility for managing provider relationships within specific markets and for specific contracts and that staff are allocated to contracts.</p>	<p>Excellent market relationships</p> <p>High quality, sustainable and diverse market place</p> <p>Resolution of issues and strong negotiation skills are embedded in the team.</p>
<p>Ensure that all staff have a thorough understanding of the environment to independently identify risk factors, probability of occurrence and impact and that provider concerns and failure policies are being complied to. Ensuring that where issues are identified these are promptly responded to and escalated as appropriate and ensure visibility of risk at management level and</p>	<p>Risks are identified at the earliest opportunity and managed effectively and mitigated where possible.</p> <p>Robust governance in place to manage risks e.g. system intelligence meetings, risk management board, trackers, dashboards, policies.</p> <p>Risks are recognised, understood, captured with mitigated for effectively and preventative measures that will be led and responded to are occurring.</p>

<p>that clear plans are in place to manage these.</p>	<p>Risk will be effectively escalated and due diligence provided to ensure control measures are in place</p> <p>Senior stakeholders are briefed effectively</p> <p>Jointed up and coordinated responses are in place.</p>
<p>Responsibility for ensuring strong operational relationships with the market to bring together the development of solutions, engagement activities in order to support providers from the outset, and to fully understand and respond where appropriate the impact of any action from the Council, partners and regulatory bodies.</p>	<p>Robust relationships in place with stakeholders with excellent mechanisms to manage relationships.</p> <p>Identification, management and negotiation of issues ensuring prompt resolution.</p> <p>Commercial skills are demonstrated by the team and issues resolved through negotiations and leadership</p> <p>Internal and external communications will be transparent and information will be shared as a continuum</p>
<p>Lead for ensuring excellent communication and engagement with range of stakeholders.</p>	<p>Effective communication within complex relationships including complaint handling is robust and high quality.</p> <p>Strong contract, quality and supplier relationship skills are demonstrated throughout the team .</p> <p>Team members have developed skills to ensure engagement at varying levels is being delivered including communications with our users and their families</p> <p>Well developed written and verbal skills throughout the team are demonstrated to communicate facts and ideas in a timely manner.</p>
<p>Ensures all staff understand and support the organisation's internal systems and processes, including operational services, procurement, legal, finance and the political requirements that must be followed to deliver the teams work programme and achieve compliance</p>	<p>Work is of high quality and delivered to agreed timescales.</p> <p>Compliance is demonstrated</p> <p>High performing services.</p>
<p>Lead for ensuring robust market management and oversight, managing market risks / provider concerns and failures.</p>	<p>Contracts register maintained.</p> <p>Market quality dashboard robust and being used.</p> <p>Provider concerns/ failure policiies in place</p> <p>Clear systems, processes and forums in place to support risk management and response.</p> <p>Excellent relationships with stakeholders internally and externally.</p>

	High quality, diverse and sustainable market place.
Lead for uplift processes	Uplift process is evidence based and carried out in a timely manner with robust coordination, engagement and implementation Strong processes in place to support dealing with any market challenges and evidence based decisions are clear.
Ensuring best value for money and outcomes are achieved for all activity delivered and that activity is delivered to agreed timescales.	Commissioned services deliver best value for money and outcomes for residents and the council.

Nature of Contacts

To build effective relationships, constructively challenge and influence the following groups in their role: Cabinet Members, Strategic Directors, Directors, Commissioners, Heads of Service, Service Managers, Providers, Frontline Staff, Programme Managers, Project Managers, Project Boards, and senior representatives from external organisations in both the public and private sector.

To work collaboratively with partners to ensure high performing services are in place to meet residents needs.

Sensitivity, persuasiveness, negotiation and assertiveness skills to communicate with diverse audiences in emotive circumstances. Deal with people at all levels confidently, sensitively and diplomatically.

Provide specialist advice, guidance and support on issues within area of responsibility; develop and maintain joint working and promote the Council position.

Consult with stakeholders to identify requirements. Communicate changes in policy and working practice to all relevant stakeholders, enabling these changes.

Manage difficult conversations around performance with providers and partner agencies to ensure the best outcomes for service users and deliver best value for the council.

Will involve direct contact with service users and members of the public, including dealing with challenging and sensitive situations.

Procedural Context

Reports to Head of Commissioning and Market Quality.

Responsibility for management of contracts, quality and supplier relationship staff.

Undertakes detailed research, analysis and broad stakeholder engagement to generate ideas and put forward robust recommendations for change. Responsible for providing professional advice and recommendations within defined specialist area.

Responsible for ensuring robust tools and processes in place to support excellent market management.

Exercises professional judgement in assessing stakeholder requirements, potential risk and quality assurance of service. Monitor and evaluate performance / service delivery, ensuring all parties are informed of progress / issues as required.

Uses initiative to deal with complex issues and respond appropriately in an unpredictable work environment. May involve isolated working outside core hours.

Occasionally the post will be expected to work from other locations.

Think and act strategically in decision making in a complex professional and political environment.

Resourcing

Budget Responsibilities: TBC

Supervisory Responsibilities: Commissioning and contracts and quality officers. Strong matrix working and collaboration across the service.

Competency Level: Principal Officer

Knowledge, Skills and Experience

Substantial relevant experience of commissioning including contract management of services, including strong understanding of the provider market, provider concerns processes, legislative framework, quality, and performance and compliance regimes

Excellent understanding of the commissioning cycle and co production.

Relevant experience as a professional expert in a large complex organisation with expert knowledge in the specialist field.

Deep understanding of and experience in working with the defined client group(s), including the issues affecting service users, carers and families, legislative and policy drivers, good practice and innovation

Substantial relevant experience of programme/project management

Extensive knowledge of the service and partner / provider relationships and wider sector / external influences.

Expert knowledge and understanding of the systems, policies, procedures, professional guidelines, legislation, best practice and emerging developments within the scope of the service area.

Experience in assessing the impact of / requirements for change and developing appropriate strategic responses.

Good ICT skills including Microsoft applications and specialist systems. Excellent communication, interpersonal and influencing skills.

Authority and credibility to build relationships influence and engage successfully with colleagues, partners, providers and stakeholder at all levels in complex or politically sensitive situations.

Experience of leading partnership working and representing the organisation externally

Excellent persuasion and negotiating skills, in order to motivate people and partnerships and influence outcomes critical to the organisation.

Excellent research, analysis, interpretation and evaluation skills, demonstrating the ability to identify and diagnose complex problems/issues / requirements and develop innovative strategic solutions

Strong working knowledge of commissioning, procurement and contracting processes, policies and legislation.

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.