



## Role Profile

Head of Commissioning, Contracts & Business Assurance  
*Inclusive Economy & Sustainability*



**SWINDON**  
BOROUGH COUNCIL



<b>Role Profile:</b> Head of Commissioning, Contracts & Business Assurance	<b>Role Profile Number:</b> SBC_12178
<b>Grade:</b> CFL 12	<b>Salary:</b>
<b>Directorate/Group:</b> Inclusive Economy & Sustainability	<b>Reporting to:</b> Director of Operations
<b>Date Prepared:</b> 16 <sup>th</sup> July 2024	<b>Structure Chart attached:</b> Yes

### Job Purpose

As the Head of Commissioning and Business Assurance, you will be an integral member of the Director of Operations Senior Management Team. You will collaborate with colleagues across various departments and engage with internal and external partners to deliver high-performing, efficient, and community-focused services aligned with the Council's vision, priorities, and strategic objectives.

In this role, you will ensure the effective commissioning of services across the operations directorate, striving for best practices and delivering optimal services to the community. You will oversee the strategic management and administration of contracts, ensuring compliance with procurement regulations while fostering strong relationships with service providers. Leading compliance efforts across all service areas, you will maintain adherence to statutory and regulatory requirements, promoting a culture of continuous improvement.

You will manage the administrative functions of the directorate, including financial and operational performance reporting, complaint resolution, handling councillor enquiries, and responding Freedom of Information (FOI) requests and Subject Access Requests (SARs). Additionally, you will oversee the financial management and operational performance across the directorate, ensuring alignment with budgetary constraints and strategic objectives. Coordinating the preparation and dissemination of reports on service performance, financial status, and operational outcomes, you will ensure timely and accurate information is provided in response to complaints, councillor enquiries, FOIs, and SARs. As a leader, you will manage and mentor a team of five direct reports, fostering a collaborative and high-performance work environment.

Your role will involve acting as a key liaison with internal departments, external partners, and regulatory bodies, ensuring effective communication and collaboration. You will oversee a budget of approximately £2million, managing the procurement of contracts for various services to ensure cost efficiency and value for money. Developing and implementing robust performance monitoring frameworks, you will ensure services meet quality standards and deliver desired outcomes.

Amid significant transformation within the local authority sector, you will lead initiatives aimed at operational efficiency, service quality enhancement, and the implementation of new standards, particularly in the context of local authority service transformation and budget constraints. Your expertise and leadership will drive initiatives focused on cost efficiency, better service outcomes, and community benefits. Leveraging external partnerships, you will ensure the Council remains at the forefront of best practices in commissioning and business assurance.

On a day-to-day basis, you will be 'hands-on,' leading a team of professionals responsible for all elements of the directorates commissioning and business assurance functions.

### **Key Accountabilities**

- Manage strategic budgets for revenue, staff, and capital funding, ensuring efficient delivery of services and statutory duties in a customer-focused manner.
- Proactively manage service budgets in line with Council's Financial Regulations and Contract Standing Orders, forecasting expenditure monthly and ensuring affordable plans are in place for the annual budget and Medium-Term Financial Plan.
- Ensure the effective commissioning of services, striving for best practices and delivering optimal services for the directorate and wider council.
- Oversee commissioning of contracts for the Operations directorate, ensuring robust contract management, monitoring, and performance management.
- Implement and maintain robust performance management frameworks, ensuring services meet quality and compliance standards.
- Ensure compliance with statutory and regulatory requirements, developing and adhering to policies and processes that integrate best practices and legislative guidelines.
- Lead the delivery of intelligence-led services that enhance customer experiences and ensure modern, efficient, and effective core services.
- Foster a culture of operational excellence with a strong customer focus, delivering value for money services.
- Lead on operational capital improvement projects, including key initiatives such as the Waterside depot development and enhancement.
- Develop and monitor Health and Safety compliance across the directorate, ensuring an improvement program is implemented.
- Within the Operations setting ensure robust management of services and staff in line with the Council's Health and Safety Policy and safety management frameworks.
- Lead, support, mentor, and coach operational staff, fostering a collaborative and high performance work environment ensuring compliance with performance management systems and HR policies.
- Act as a key liaison with internal departments, external partners, and regulatory bodies, ensuring effective communication and collaboration.
- Promote a "one Council" strategy to avoid siloed operations and achieve more effective outcomes.
- Actively participate in the Operations Senior Management Team, collaborating with the Director of Operations and wider management team on operations and business development.

- Coordinate the preparation and dissemination of performance reports, providing insights, forecasts, trend analysis, and efficiency opportunities to senior management and performance boards.
- Lead initiatives aimed at operational efficiency, service quality enhancement, and the implementation of new standards, particularly in the context of local authority service transformation and budget constraints.
- Seek out and integrate external good practices into service development and delivery.
- Operate within the Council's governance, financial, and legal frameworks at all times, providing strategic advice on commissioning and business assurance.
- Manage data securely in compliance with legislation such as GDPR and the Freedom of Information Act, promoting transparency.
- Participate in cross-organisational risk management and emergency planning activities as required.
- Role model the council's priorities, ways of working, leadership framework, and values, ensuring they are embedded across the service.
- Ensure equalities are embedded in all professional and managerial roles, including service delivery, adhering to Council policy.

#### **Supplementary Accountabilities**

- To be the directorate's lead technical officer on all aspects of Commissioning, Contracts and business assurance within the Operations setting.
- To embed commercial awareness throughout the Commissioning, Contracts and business assurance to recognise the impacts on its day to day work in unlocking better outcomes for our communities.
- Embedding and maintaining rigour of key service performance indicators and service outputs which exceed local targets and contribute to the financial resilience of Swindon Borough Council.
- Through your visibility as a leader, provide clear direction and a motivational and inspirational environment for teams and individuals to develop.
- To carry out such other duties as may be expected by a senior officer at this level.
- To deputise for the Director of Operations/Corporate Director when requested.
- As a line manager, to ensure that the organisation's health, safety, equality, diversity and inclusion policies are fully implemented at all times and in all aspects of service delivery and employment.
- As a member of the Operational Senior Management team, adopt a collaborative and supportive approach, maintaining up to date professional knowledge and providing advice and assistance to colleagues as required.

#### **Knowledge & Experience**

Candidates must have substantial knowledge and experience in the following areas of business and will be required to provide evidence of this:

- Significant experience in managing operational services within commissioning, business assurance, or related fields, with a proven track record of leadership and strategic planning within a local authority or similar public sector environment.
- Demonstrated ability in successful change management, implementing and delivering new working policies and practices alongside significant cultural and structural change to deliver improved services for customers efficiently.
- Ability to work across organisational and professional boundaries, contributing to the establishment of the desired organisational culture, fostering partnerships, and challenging inappropriate behaviour.
- Proven experience in successful financial management, including budget formulation and management, with a track record of improving services, managing complex budgets involving various funding streams, and delivering value for money.
- A proven track record of establishing and sustaining a performance management culture, supported by effective and efficient management information systems.
- Ability to deal with ambiguity and the pace of change within local government, confidently making and standing by decisions in challenging situations, and persisting with flexibility in the face of setbacks.
- Proven experience in developing staff, building effective teams, and leading multi-disciplinary professional staff to achieve organisational aims and objectives.
- Extensive experience in supporting decision-makers, including Councillors, statutory consultees, and strategic partner organisations, to achieve positive outcomes.
- Ability to make site visits throughout the Borough and attend meetings outside the Borough.

#### **Qualifications**

- A professional or management qualification or educated to degree level in a relevant field, or demonstrable equivalent experience.
- Evidence of continuing professional development, particularly in leadership and personal development.
- Membership of a relevant professional body (e.g., Chartered Institute of Purchasing and Supply (CIPS), Chartered Management Institute (CMI), or equivalent) is desirable or a demonstrated commitment to joining such a body.
- Competent working knowledge of Prince2 Practitioner or similar project and programme management techniques.

#### **Decision Making**

- The postholder has the delegation of powers as Head of Commissioning and Business Assurance with the operations directorate to make significant, complex decisions, and must be aware of managing corporate risks.
- The postholder must take effective decisions quickly and act on their own initiative to resolve problems. Effective delegation across the team is essential to empower the team to run efficient services.
- The postholder must be able to quickly get to the heart of issues, accurately assess and manage risk.

- The postholder must show creativity in using intellectual capital and resources to deliver cost-effective services.
- The postholder will be accountable for the successful operational delivery of services and by extension to cross-council transformational priorities.
- Through developing and reviewing commissioning and business assurance strategies, the postholder must ensure decisions are based on clearly defined needs of the council / directorate (and our wider community), ensuring both short, mid, and long-term requirements are planned for.

### **Creativity and Innovation**

- Constantly review ways of working and identify opportunities to improve the quality of work in the service.
- Identify creative solutions to Council-wide issues and take action to implement them.
- Show creativity in using resources to deliver cost-effective services, engaging external experts where relevant, and looking beyond the boundary of current service delivery.
- Continually identify, evaluate, and implement innovative new areas of partnership working where beneficial to the directorate and wider council.

<p><b>Job Scope</b></p> <p><b>Number and types of jobs managed</b></p> <p>To lead and co-ordinate service delivery and performance in the following service areas:</p> <ul style="list-style-type: none"> <li>• Commissioning of Services</li> <li>• Strategic Contract Management</li> <li>• Compliance and Risk Management</li> <li>• Business Administration</li> <li>• Financial and Operational Performance Reporting</li> <li>• Complaints Resolution</li> <li>• Councillor Enquiries</li> <li>• Freedom of Information (FOI) Requests</li> <li>• Subject Access Requests (SARs)</li> <li>• Innovation and Transformation Initiatives</li> </ul> <p>The total service staffing headcount is approximately 25 through 5 direct reports. The postholder will also convene cross-service and multi-discipline boards to develop policies that support strategic commissioning and business assurance functions.</p> <p><b>Typical tasks supervised/allocated to others</b></p>	<p><b>Budget Holder:</b></p> <p><b>Responsibility:</b></p>	<p>YES - Overall responsibility for the service area budget</p> <p>The postholder will take strategic budget responsibility (<b>circa £2 revenue and staff budgets and circa £2m of capital/HRA projects although this fluctuates annually</b>) ensuring that the council’s Operational directorates commissioning and business assurance services responsibilities are delivered in a solutions led and statutorily compliant manner.</p>
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<ul style="list-style-type: none"> <li>• To visibly lead the day-to-day running of the commissioning and business assurance services and associated statutory elements.</li> <li>• Detailed budget monitoring and financial oversight.</li> <li>• Implementation of staffing and performance matters, including recruitment and retention of staff.</li> <li>• Development and maintenance of robust service performance measures to ensure effective and efficient frontline services.</li> <li>• Coordination and dissemination of reports on service performance, financial status, and operational outcomes.</li> <li>• Management of responses to complaints, councillor enquiries, FOIs, and SARs to ensure timely and accurate information is provided.</li> <li>• Support to the lead members, ensuring alignment with council strategies and goals.</li> </ul>	<b>Asset Responsibility:</b>	Various operational assets and equipment
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### Contacts and Relationships

The Postholder will work in a collaborative manner with Members, Corporate Boards, other directorates, external and internal stakeholders, community members and other bodies that interact with this role to deliver solutions led positive outcomes.

### Values and Behaviours

We strive to underpin our culture of being 'At our Best' through strong management and authentic leadership. This means getting the management basics right. We own and demonstrate accountability, both individually and collectively, and aim to get things right first time. Building on this we also expect everyone at SBC to demonstrate and live our organisational values and behaviours, by displaying:

- Accountability at all levels
- Customer care and pride in what we do
- Continuous learning and evaluation
- Valuing one another and the contribution each of us makes

The postholder will be required to observe and fulfill the seven principles of public life (also known as the Nolan Principles):

- *Selflessness - Holders of public office should act solely in terms of the public interest.*
- *Integrity - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.*

- Objectivity - *Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.*
- Accountability - *Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.*
- Openness - *Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.*
- Honesty - *Holders of public office should be truthful.*
- Leadership - *Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.*

### **Other key requirements of the role**

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the outcomes within the Swindon Plan and will personally lead relevant elements of it and champion it overall. Further, the post holder will also empower and enable staff within the service area to lead and partake in cross-council projects to support the delivery of outcomes within the Swindon Plan. The post holder will:

- ensure financial probity and competence of financial management across their department and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management, audit and internal control.
- ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.
- participate in the council's emergency arrangements as an on-call member and will fully participate as required, which may require chairing the formal council meetings.
- ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.
- be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.
- be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.
- Team player capable of influencing and working within cross-functional teams at all levels
- Able to deal with ambiguity and the pace of change within local government, confidently making and standing by decisions in challenging situations and persisting with flexibility in the face of setbacks
- Having the confidence to speak out for what is best for Swindon, even when it is not easy to do so.
- Ability to make site visits throughout the Borough and attend meetings outside the Borough

### **Other Key Features of the role**

- The operational working environment can occasionally be unpleasant or involve hazardous conditions as would be expected within an commissioning and business assurance service site such as Waterside Park depot.



This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

<b>Employee Name:</b> Enter name here	<b>Employee Signature:</b>
<b>Date:</b> Enter date here	<i>Sign here</i>
<b>Line Manager:</b> Director of Operations	<b>Line Manager Signature:</b>
<b>Date:</b> Enter date here	

