Job Description

This job description has been designed to indicate the general nature and level of work required of the post to indicate the level of responsibility. It is not a comprehensive or exhaustive list, and the line manager may vary duties from time to time which do not change the general character of the job, or the level of responsibility entailed.

Post Details	
Job Title	Transformation and Commissioning Manager
Service	Children's Services
Team	Children's Strategy, Transformation and Commissioning
Location	Hybrid/Shute End
Reports to	Head of Strategic Commissioning and Transformation
Responsible for	Up to 3 Officers (Senior Transformation and Commissioning Officers, Transformation and Commissioning Officers)
Grade	Grade 11
Contract Type	Perm
Hours	Full Time

Main Accountabilities	
1.	Strategic Planning and Programme Delivery • Lead and provide strategic oversight across a portfolio of transformation and commissioning programmes aligned to strategic priorities and local needs. • Develop and implement commissioning strategies • Ensure programmes are aligned, manage interdependencies, and monitor and evaluate impact, securing delivery against agreed outcomes, timelines and budgets.
2.	Commissioning Excellence and Market Development • Undertake needs assessments and gap analyses to inform commissioning decisions. • Develop and manage commissioning cycles, including service specifications, procurement, contract management and monitoring • Provide performance reports for commissioned services • Support market shaping and provider development to ensure a diverse, high-quality, and sustainable service offer. • Ensure commissioning activity across the portfolio is aligned, outcome focused and delivers value for money
3.	Partnership, System Leadership and Engagement • Work in collaboration with other managers to provide collective leadership and shared accountability for the strategic direction, development and performance of the service, ensuring alignment with organisational priorities and fostering a culture of continuous improvement and system leadership.

	• Facilitate collaborative working across internal teams and external partners to deliver integrated services. • Lead relational commissioning approaches, fostering trust-based partnerships and co-production. • Represent the service in multi-agency forums and strategic boards. • Ensure children, young people, and families are meaningfully involved in commissioning and transformation activity. • Embed participation and feedback mechanisms to inform service design and evaluation. • Promote inclusive and equitable approaches that reflect the diversity of the local population.
4.	Governance and Performance • Provide high-quality reports, briefings, and presentations to senior leaders, elected members, and stakeholders. • Ensure compliance with statutory duties, procurement regulations, and safeguarding requirements. • Provide strategic oversight, assurance and constructive challenge across the portfolio, including programmes delivered by others, ensuring consistency, quality, impact and effective risk management • Monitor performance indicators and ensure robust governance, contributing to strategic planning, assurance and reporting.
5.	Innovation and Continuous Improvement • Identify opportunities for innovation and service redesign/commissioned services, drawing on best practice, research, and lived experience to improve outcomes and efficiency • Lead and coordinate complex programmes of change/commissioning activity across a portfolio, ensuring effective governance, stakeholder engagement, and delivery. • Embed a culture of learning and improvement across commissioned services. • Lead service reviews and transformation projects to improve quality, efficiency, and outcomes.

Person Specification	Essential	Desirable
Education/Qualifications	Educated to degree level or equivalent OR extensive experience in strategic commissioning across social care and/or health. Evidence of continued professional development.	Project management qualification (e.g. PRINCE2, Agile, MSP). Commissioning or procurement-related certification.
Experience	Significant experience in leading strategic transformation programmes within children's services or a related field. Proven track record of successful strategic commissioning, including service design, procurement, contract management, and performance monitoring. Experience of working in complex multi-agency environments and leading system-wide change. Experience of overseeing multiple programmes or a portfolio of work, including managing interdependencies and strategic prioritisation Demonstrable experience of involving children, young people, and families in service development and evaluation.	

Skills/Knowledge	Strong understanding of strategic commissioning, including relational approaches, market shaping, and the full commissioning cycle. In-depth knowledge of at least one area of children's services across Early Help, Social Care, Education, and Health, with awareness of relevant legislation, statutory guidance, and safeguarding responsibilities. Highly skilled in strategic planning, programme leadership, and service transformation, with the ability to manage complex projects and deliver measurable outcomes. Excellent analytical and communication skills, with the ability to interpret data, produce high-quality reports, and influence senior stakeholders. Proven ability to foster collaborative partnerships across sectors and embed the voice of children and families in service design. Familiarity with innovation and continuous improvement methodologies, including co-production, agile delivery, and service redesign	
Behaviours/Attributes	Collaborative and inclusive leadership style. Outcome-focused and committed to delivering positive impact. Resilient and adaptable in a fast-paced, changing environment. Values-driven, with a commitment to equity, diversity, and inclusion. Proactive and solution-oriented, with a continuous improvement mindset.	

Purpose Details	
Service Purpose	The Children's Strategy, Transformation and Commissioning Service plays a central role in shaping and delivering high-quality, child-centred services that improve outcomes for children, young people and families. The service leads strategic planning, transformation and commissioning activity to ensure services are evidence-informed, sustainable and responsive to local need. We drive delivery of key national and local priorities, including the Social Care Reforms (*Best Start in Life* and *Families First*) and SEND reforms, working to strengthen early help, improve inclusion and deliver more joined-up, impactful support for children and families. Working collaboratively across the council and with partners in social care, early help, health, education and the voluntary sector, we support the design and delivery of services that prioritise early intervention, prevention and long-term positive outcomes. Through a system-wide approach, we ensure services are aligned, integrated and focused on what matters most to children and families. The service leads innovation and continuous improvement, using insight and evidence to identify emerging needs, address gaps in provision and ensure resources are used effectively. We embed relational commissioning approaches, building strong, trust-based partnerships to co-design and deliver services that best meet local needs.

	Central to our work is a commitment to co-production and participation, ensuring the voices of children, young people and families shape how services are designed, delivered and improved across Early Help, Social Care, Home Finding, Education and Health.
Role Purpose	The Strategic Transformation and Commissioning Manager plays a critical leadership role in shaping and delivering a significant portfolio of high-impact programmes that improve outcomes for children, young people, and families. Working within the Children's Strategy, Transformation and Commissioning Service, the postholder will hold overarching responsibility for multiple and often complex areas of work, leading and coordinating delivery across a broad programme of activity and provide strategic oversight, direction and assurance across a wide-ranging portfolio spanning Early Help, Social Care, Education, and Health including projects led by others. They will ensure that individual programmes and projects are aligned to strategic priorities, delivered according to agreed timescales , and collectively drive system-wide transformation, innovation, and continuous improvement. This role requires strong programme-level leadership, including setting clear priorities, managing interdependencies, and ensuring coherence and impact across multiple workstreams. This role is responsible for leading and embedding relational commissioning approaches building and sustaining strong, trust-based partnerships across the council, health, education, and the voluntary sector. Through system leadership and collaborative working, the manager will oversee how the service responds to emerging needs, address gaps in provision, and ensure resources are allocated flexibly and responsively to achieve the greatest impact. The postholder will ensure that commissioning and transformation activity across their portfolio is evidence-based, outcome focused, delivers value for money and is rooted in the lived experiences of children and families. They will provide oversight and challenge to ensure consistency, quality and impact across programmes delivered by the service, while remaining accountable for overall delivery and performance. They will champion the voice of children, young people and families in all aspects of planning and decision-making, ensuring services are inclusive, preventative, and focused on long-term positive outcomes.

Supervision and Relationships	
Supervision Received	Reporting to the Head of Children's Strategic, Transformation and Commissioning including regular 1-1's and annual performance review, as well as general guidance and support from matrix manager (on programmes) and Service Director.
Supervision Given	Line management of Senior Transformation and Commissioning Officer and Transformation and Commissioning Officers. Provide regular 1-1/supervision and annual appraisals. We operate within a matrix management framework in which staff retain a designated line manager for formal supervision, performance management and support, while also receiving task-based leadership, direction and coordination from project or portfolio leads. This approach enables flexible deployment of skills across programmes of work while maintaining clear accountability for line management responsibilities
Contacts/Stakeholders	• Children's Services Leadership Team • Elected Members

	• Children's Services teams including Early Help, SEND, Early Years, Education, Social Care teams, Performance Team, Children with Disabilities Team, Transitions Team • Other internal services including Public Health, Finance, Place and Growth, Community and Change, Performance, Adult Social Care and Adult Strategy and Commissioning, SENDIASS • ICB, NHS Trusts • Social Care, Education and health providers • Voluntary and community sector organisations including those representing advocacy or children's voice • Parent Carer organisations

Resources/Budget Management
Overall responsibility for up to 4 members of staff Budget Responsibility: May have revenue and capital budgets for programmes of work these will be variable

Special Requirements
• Travel is required to attend specific events or meetings, or undertake visits to Providers/Suppliers • There may be occasions where working outside of normal office hours is required to attend relevant boards and meeting and consultation.

Occupational Health Risk Assessment	Details
Skin/Respiratory Sensitisers	N
Working at Height	N
Exposure to Noise (>80-85dB)	N
Confined Spaces	N
Frequent Display Screen Equipment Use	Y
Driving for Work	N
Hand Arm Vibration	N
Lone Working	Y
Healthcare/Social Contact with Patients	N
Blood Borne Viruses Exposure	N
Food Handling	N
Working with Animals	N
Specialised Medical Screening	N
Night Working	N
Safety Critical Work	N

Nature of the Role	Details
Healthcare or Hospital Work	N
Working with Children (under 18)	Y
Working with Elderly/Vulnerable Adults	N
Work Environment Details	Hybrid office based with occasional visits to community based providers subject to business need

Role Involvement	Details
Working with Children	Y
Working with Vulnerable Adults	Y (Young people up to 25 with SEND or Care Leaver)
Both of the Above	Y
Providing Care/Supervision for Children	N
Providing Care/Supervision for Vulnerable Adults	N
Both of the Above	N
None of the Above	N

Disclosure and Barring Service (DBS)	Details
DBS Requirement	Enhanced
Eligibility Tool	Find out which DBS check is right for your employee - GOV.UK (Find out which DBS check is right for your employee - GOV.UK)

Re-checks
In line with WBC policy

Evaluation Declaration	
Date of Evaluation:	11/02/2026
Evaluated by:	HR Team