



**Argyll and Bute Council**  
**Comhairle Earra-Ghàidheal Agus Bhòid**

*Executive Director: Douglas Hendry*

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*4 May 2021*

**NOTICE OF MEETING**

A meeting of the **APPOINTMENTS PANEL** will be held **BY TEAMS** on **TUESDAY, 11 MAY 2021** at **9:00 AM**, which you are requested to attend.

Douglas Hendry  
Executive Director

**BUSINESS**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST (IF ANY)**
- 3. APPOINTMENT OF HEAD OF CHILDREN AND FAMILIES (HSCP)**

To interview candidates for the post of Head of Children and Families (HSCP), and if so resolved, make an appointment.

(a) Job Description (Pages 3 - 14)

**E1** (b) Candidate Packs (Pages 15 - 52)

The Committee will be asked to pass a resolution in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 to exclude the public for items of business with an "E" on the grounds that it is likely to involve the disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 7a to the Local Government (Scotland) Act 1973.

The appropriate paragraph is:-

**E1 Paragraph 1** Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office-holder, former office-holder or applicant to become an office-holder under the authority.

## **Appointments Panel**

Sarah Compton-Bishop  
Pam Dudek  
George Morrison

Councillor Robin Currie  
Councillor Kieron Green

Contact: Lynsey Innis, Senior Committee Assistant; Tel: 01546 604338

<b>JOB DESCRIPTION &amp; PERSON SPECIFICATION (JDPS)</b>
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<b>Job Title:</b>	Head of Children and Families and Criminal Justice	<b>Job Evaluation Reference Number:</b>	N/A
<b>Service:</b>	Argyll and Bute Health and Social Care Partnership	<b>Grade:</b>	CO29
<b>Department/Section:</b>	Children, Families and Criminal Justice Services	<b>Location:</b>	negotiable
<b>Line Manager (post):</b>	Executive Director – Chief Officer, A&B Health and Social Care Partnership		
<b>Date JDPS was created / last reviewed / amended:</b>	January 2021	<b>Version of JDPS:</b>	v.2
<b>This JDPS should be read in conjunction with:</b>	<ol style="list-style-type: none"> <li>1. <u>Core Training Requirements</u></li> <li>2. <u>Service plan/team plan</u></li> <li>3. <u>Argyll &amp; Bute Council Competency Framework</u></li> <li>4. <u>Managers guide to recruitment</u></li> <li>5. <u>Job Evaluation process</u></li> </ol>		

**Job Summary:**

In collaboration with the Chief Officer, senior management team, customers and colleagues, to develop and lead the delivery and provision of efficient, effective and professional Children and Families and Criminal Justice health and social care services to the communities of Argyll and Bute, that reflect the vision, values and strategic objectives of the Health and Social Care Partnership.

The post holder will be required to:

Provide vision, leadership and have operational responsibility for the delivery and strategic development of services to children, young people, families and criminal justice for the Health and Social Care Partnership (HSCP). Services will include both universal health and social work services in keeping with the Children and Young People's (Scotland) Act 2014

Fully contribute to and participate in the corporate management of the A&B Health and Social Care Partnership as a member of the Management Team and report to the Integrated Joint Board.

Assume responsibility and make decisions in accordance with the Children and Young People's (Scotland) Act for:

- Looked After Children
- Children Kinship care
- Adoption and fostering services
- Youth justice services
- Services to care leavers
- Children and young people in residential accommodation and school hostels
- The named person within universal health services

Assume responsibility for specialist services including

- Children with additional support needs
- Child and adolescent mental health services

- Maternity Services
- Specialist Paediatric Services

Sustain and improve delivery of high quality, effective and person centred health and social care services to the children, young people and families in Argyll and Bute

Provide leadership for the planning, management, delivery and improvement of all Children, Families and Criminal Justice Services within Argyll and Bute.

Act as the Portfolio Lead as allocated by Chief Officer on behalf of the A&B Health and Social Care Partnership.

Demonstrate political awareness and the need to liaise with elected members, Board members and all members of the Integration Joint Board.

Develop effective working relationships with the lead clinician roles and take account of professional issues impacting on service redesign and delivery (e.g. Lead Nurse , Lead AHP, Consultant Nurse for Children and Families etc)

Advise the IJB and as appropriate the Council on all matters of policy and procedure relating to the operation of Criminal Justice and to contribute to the review of such services and their adaptation in order to respond appropriately to changing patterns of need.

Contribute to the overall management of the Criminal Justice Partnership including, where appropriate, the management of staff, services, functions that span areas of the Partnership beyond Argyll and Bute.

**Scope / Dimensions:**

**Line management / staffing responsibility :** for all Children, Families and Criminal Justice health and social care staff in Argyll and Bute,

**Budgetary responsibility:** for all Children, Families and Criminal Justice health and social care services in Argyll and Bute

**Job Description:**

**1. Strategic Planning:**

Support the Chief Officer of the HSCP to develop the Partnership’s vision, values and strategic objectives by working in partnership with elected Members, Board members, patients, customers and colleagues (internal and external where appropriate) to develop services that place customer needs at the centre of all decision making.

In particular:

1. Provide effective management and team leadership in developing and planning the delivery of the services provided by the Children, Families and Criminal Justice health and social care teams, taking the initiative and accepting responsibility for ensuring that these are designed and delivered to reflect local needs and expectations, that there is a corporate approach to service provision, and that effective outcomes are achieved.

Lead the delivery and provision of Children, Young People, and Families services and Criminal Justice including Criminal Justice Services - court, community service, community alternative facilities, specialist Criminal Justice based Social Work

Work in close partnership with local agencies including the Head of Education, Early years and Lifelong Learning, Education Service, the Police and Third Sector organisations in developing an integrated service which places the well being of children and young people at the centre of service design and provision.

The purpose of this service is:

- Ensure that all children get the best start in life using the GIRFEC approach
- Ensure achievement of the government targets and the implementation of the Local Delivery Plan
- Ensure effective and efficient use of resources and achievement of efficiency savings
- Manage the delivery of all Argyll and Bute Integrated children's services. This includes service provided on a universal level and those targeted to meet the needs of vulnerable children, with the aim of improving outcomes for those children.
- Deliver the Child Protection responsibilities of the Council and the NHS Board
- Deliver targeted health and social work/care services to best meet identified need, through the development of a locality model within Argyll and Bute.
- Access high quality specialist care for the children, families and young people in Argyll and Bute
- Tackle issues relating to the health of the child population and close the inequality gap, through engagement with the planning processes, including the Integrated Children's Services Plan, and the Single Outcome Agreement.
- Demonstrate a responsive and positive corporate parenting responsibility for children looked after by the local authority
- Assume lead responsibility in the provision and development of criminal justice services and engage in the strategic planning processes of the Community Justice Authority.
- Have lead responsibility for MAPPAs arrangements for Argyll and Bute.
- To ensure Council and NHS standing orders and financial regulations are achieved.

Improve the wellbeing of people who use health and social care services, particularly those whose needs are complex and involve support from health and social care at the same time.

Ensure deliver of National Health and Wellbeing Outcomes.

In addition:

2. Promote change and innovation in accordance with the HSCP vision, direction, core values and corporate goals, leading the development of new ways of working to support continuous improvement.
3. Use resources appropriately to achieve best value results for the organisation and the wider community, keeping an appropriate balance between cost, quality and price.
4. Develop service plans and continually review performance, striving to improve the quality and efficiency of the service.
5. Advise Chief Officer of actions to be taken to take account of any new legislation
6. Operate as a member of the departmental management team and lead in appropriate team meetings, making a positive contribution to the department's leadership and progress in communicating and achieving corporate objectives.
7. Prepare contingency planning for the Children and Families/Criminal Justice team's areas of responsibility, including major incidents.
8. Liaise with other departments/services of the Council and NHS regarding the development of service provision and modifications to service level agreements.

#### **Corporate Management/Strategic Planning**

- Lead and manage the planning and delivery of high quality safe, effective and person centred health and social care services for children and families, integrating service provision across areas and with other statutory organisations.
- Lead the implementation of the Highland Quality Approach and Council's Planning and Performance Management Framework in Children and Family Services and Criminal Justice and

	<p>ensure learning and innovation lead to improvements in the provision of person centred, safe, effective and efficient services.</p> <ul style="list-style-type: none"> <li>• Contribute to the corporate management of the Argyll and Bute Social Care Partnership as a whole, ensuring the effectiveness of all Health&amp; Social Care Services and meeting Government targets within allocated resources.</li> <li>• Manage Risk and Health and Safety and Fire within the Area ensuring systems are in place to identify, assess, manage, monitor and escalate risk appropriately.</li> <li>• Ensure that emergency planning and business continuity plans are developed, implemented and reviewed as appropriate.</li> <li>• Promote change and innovation in accordance with the HSCP vision and direction</li> <li>• Develop new ways of working to support continuous improvement</li> <li>• Maintain and promote the core values and corporate goals of the HSCP and ensure they are communicated effectively to employees</li> <li>• Undertake duties in relation to all staffing matters in accordance with policy and procedures( both NHS Highland and Argyll and Bute Council polices as appropriate)</li> <li>• Actively support and implement corporate objectives and be accountable for their delivery</li> <li>• Proactively manage the health and safety of employees within the posts functional area and ensure that all key elements of effective health and safety management are in place (e.g. risk assessments).</li> <li>• Work cooperatively with others (including external organisations where appropriate) to meet corporate objectives</li> <li>• Work collaboratively with partners to develop and implement the HSCP Strategic Plan</li> <li>• Lead on the establishment and development of locality management in alignment with locality planning</li> <li>• Participate in the development of new service initiatives if the field of Criminal Justice and to stimulate the development of new service initiatives and development of policies and procedures in the field of criminal Justice</li> <li>• Where appropriate deputise for HSCP Chief Officer within departmental and corporate governance structures</li> </ul>
<p>2.</p>	<p><b>Service delivery:</b></p> <p>Actively support and implement corporate objectives and be accountable for their delivery in accordance with Best Value. Take responsibility for the overall management of the service, ensuring that appropriate mechanisms are in place to deliver high quality services to service users.</p> <p>Introduce continuous improvement in the performance of the service, responding positively to statutory, and other external and internal requirements.</p> <p><b>Functional Leadership</b></p> <ul style="list-style-type: none"> <li>• Ensure the Children and Families Services team develops individual objectives and personal development plans to create a culture of continuous improvement for all staff and support the professional teams to provide effective professional leadership and engagement.</li> <li>• Provide leadership and managerial advice to the team, and others as required including the provision of advice directly to the Chief Officer and ensure clinical, professional and support staff utilise evidence based practice and meet legislative and regulatory requirements.</li> <li>• Provide effective management and team leadership</li> <li>• Ensure that employees are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide</li> <li>• Develop service plans and continually review performance, striving to improve the quality and efficiency of the service.</li> <li>• Recruit competent employees</li> <li>• Value others by delegating responsibility and demonstrating trust within agreed boundaries</li> <li>• Actively contribute to a flexible, agile and learning organisation</li> <li>• Foster a culture which is focussed on excellence, ensuring person centred focus at all times</li> </ul>

To reduce the risk as far as possible of infections and other healthcare acquired injuries to all people accessing health and care services

**Service Redesign**

- Lead the planning, implementation and evaluation of service redesign and business transformation projects for the HSCP including health improvement initiatives and promote and consult on proposals for organisation and service Change to meet the health needs of the population.
- Create a culture where innovation and managed risk taking are encouraged
- Take initiative and accept responsibility to ensure that effective outcomes are
- Adopt a co-productive approach, with individuals, communities and staff to the identification of need and to the design, delivery and evaluation of services
- Contribute to research, training and development, of the Criminal Justice Service.
- Develop and monitor standards of practice

**Patient/Service User Focus and Collaborative Working**

- Take responsibility for involving children, young people and families and, staff, staffside/union, representatives, service users and other external organisations e.g. Voluntary and Private Sector in the redesign of services for Argyll & Bute and ensure the development of person centred services and public involvement in line with the NHS Highland Quality Approach/Council equivalent
- Take responsibility for involving patients, clients, staff, staffside representatives, service users and other external organisations e.g. Voluntary and Private Sector in the redesign of services for Argyll & Bute and ensure the development of person centred services and public involvement in line with the NHS Highland Quality Approach
- Lead the involvement and engagement of patients, clients, staff, staff side representatives, service users and other external organisations e.g. Voluntary and Private Sector in the delivery, monitoring and redesign of services for Argyll & Bute HSCP.
- Ensure the development and relentless pursuit of a person centred services utilising NHS Highland Quality Approach management system (Lean methodology) and Business Process Re-engineering.
- Place customer needs at the centre of all decision making.
- Actively promote and deliver equality of opportunity to employees and service users.
- Ensure effective liaison with Courts, Police, Prisons and other agencies, involved in Criminal Justice Work
- Ensure effective liaison with voluntary organizations and community groups involved with the Criminal Justice System
- Contribute to all grouping wide initiatives in respect of the Criminal Justice Partnership and the North Strathclyde Community Justice Authority

In addition, represent the HSCP on relevant external bodies/committees; deputise for Chief Officer when appropriate; chair / attend Committees as required; and ensure that all regulations and procedures (including the Council's Standing Orders and Financial Regulation, and NHS Standing Financial Instructions) are adhered to.

**3. Budget management:**

Have overall responsibility for the budgets within the remit of this post, taking account as appropriate of the Council's scheme of decentralisation and the NHS Highland scheme of delegation and Standing Financial instructions.

Act as budget holder, responsible for forecasting, preparing, monitoring and controlling assigned budget, reviewing actual expenditure against budget, taking corrective action where appropriate, and reporting as required.

4.	<p><b>Staff Management:</b></p> <p>Undertake duties in relation to all staffing matters in accordance with Council and NHS policy and procedures, ensuring that employees are kept well informed about core values, corporate objectives and priorities and matters that impact on their employment and the service they provide.</p> <p>Actively contribute to a flexible, agile and learning organisation, taking responsibility for ensuring compliance with all HR policies and procedures, and that performance development is understood and practised effectively through the Council's PRD framework and the NHS Knowledge and Skills Framework Personal Development Planning and Review Process. Act as line manager for any direct reports within the service.</p> <p>Ensure resourcing levels are appropriate at all times, within budget constraints, and that capability / skills levels are maintained and developed as appropriate to meet workforce and succession planning requirements. Participate in recruitment programmes when required to ensure competent employees are recruited.</p> <p>Lead the development, implementation, monitoring and review of an agreed programme of work and team plan and deliver on agreed performance measures for the team.</p> <p><b>Lead Support and Develop Staff</b></p> <ul style="list-style-type: none"> <li>• Promote staff health and wellbeing and ensure that staff work in an improved and safe working environment and that the NHS Staff Governance Standard and Health and Safety Policy and equivalent systems for Council are met.</li> <li>• Lead and support the completion of Personal Development Plans and PRDs for all staff within the Service.</li> <li>• Lead and chair grievance, disciplinary and other employment procedures across Argyll &amp; Bute HSCP, including instigating reviews and investigating particular incidents in accordance with appropriate policies and procedures.</li> <li>• Work in alignment with professional and clinical leaders to ensure that all staff work within the regulatory and professional frameworks of their registration bodies and Scottish Government</li> <li>• Develop an organisational culture that responds to frontline staff and enables them to make effective decisions which support rapid and flexible access to services for people who require them</li> <li>• Support staff to work in collaborative and person centred way with individuals and communities where innovation and creativity are fostered to meet local needs</li> </ul>
5.	<p><b>Performance Management / Reporting:</b></p> <p>Develop, implement and maintain appropriate performance management reporting systems as a means of managing and monitoring performance across the Service, to ensure standards are maintained, improvements developed and issues addressed in a timely manner, and in particular:</p> <ol style="list-style-type: none"> <li>a) Ensure all sections / teams within the Service comply with appropriate performance standards and performance management / reporting requirements, and that a consistent approach is demonstrated across all teams / offices.</li> <li>b) Ensure that appropriate quality, performance and bench marking criteria are utilised or developed, and applied, in respect to Best Value and Continuous Improvement.</li> <li>c) Publish, monitor and set plans to achieve key performance targets for the HSCP.</li> </ol>



	<p><b>Resource/Performance Management</b></p> <ul style="list-style-type: none"> <li>• Support the implementation of A&amp;B HSCP strategies and performance management arrangements within the Partnership i.e. Financial, Clinical, Professional, Information and Workforce, Risk Management and Health and Safety within the HSCP Performance Assessment Framework.</li> <li>• Ensure all financial targets are met and efficiency savings are achieved (whilst quality is maintained and improved) and fulfil the role of authorised signatory in accordance with The Standing Financial Instructions and Delegated Levels of Authority.</li> <li>• Work with NHS Greater Glasgow and Clyde to ensure safe, effective and sustainable service delivery in relation to maternity services, CAMHs and specialist paediatrics services</li> <li>• Manage the budget for Social Work Services in the Criminal Justice System</li> <li>• Demonstrate resilience and integrity and lead through challenging circumstances.</li> <li>• Use resources appropriately to achieve best value results for the organisation and the wider community, keeping an appropriate balance between cost, quality and price.</li> <li>• Support the implementation of A&amp;B HSCP strategies and performance management arrangements within the Partnership i.e. Financial, Clinical, Professional, Information and Workforce, Risk Management and Health and Safety within the HSCP Performance Monitoring and management system.</li> </ul>
6.	<p><b>Health &amp; Safety:</b></p> <p>All employees must follow the Council's health and safety policies, standards, systems and procedures and must follow any additional health and safety instructions required by their line management. Employees who manage staff (and/or control workers from outside bodies) must ensure that they comply with the Council's health and safety at work procedures and ensure that all workplace risks are assessed, suitable control measures are put in place and that these are communicated to the workforce in a way they understand.</p> <p>Proactively manage the health and safety of employees across the service in accordance with the appropriate policies and procedures and ensure that:</p> <ol style="list-style-type: none"> <li>1. All key elements of effective health and safety management are in place (e.g. risk assessments).</li> <li>2. Employees and/or outside bodies under his/her control comply with the organisational or their own health and safety at work procedures</li> <li>3. Safe systems of work are used at all times.</li> </ol>
7.	<p><b>Other duties &amp; responsibilities:</b></p> <p><b>Assignment and Review of work</b></p> <p>The work of the Head of Children and Families Services is generated in relation to professional /functional development and local need in accordance with the A&amp;B HSCP Strategic Plans and within national policy and direction, as well as by corporate management and HSCP Board requirements. The post holder will have autonomy in utilising resources at Area level to plan for and react to the operational needs of the service, and also undertake work assigned by others such as the Chief Officer.</p> <p>The review of performance is undertaken through the agreement of performance objectives and individual performance appraisal by the Chief Officer. Formal appraisal is undertaken on an annual cycle.</p> <p>Reporting to the Chief Officer, there is a high level of autonomy to deliver for the leadership in both strategic planning and service delivery in respect of children's services and those of criminal justice.</p> <p><b>Decisions and Judgements</b></p>

The post holder will monitor and analyse statutory, clinical, financial and staffing activity information across Children and Families Services to ensure that performance targets are being achieved. This will involve continuous assessment of the HSCP's success in implementing strategic objectives and business plans. Intervention and corrective action may be required to resolve situations where conflicts exist or changes in direction are required. The post holder is expected to anticipate and/or plan for possible deviations and develop contingency solutions.

**Most Challenging /Difficult parts of the job**

This role will require effective leadership and management skills, in creating a vision for the development of high quality health and social care services in a new structure, in conjunction with staff, staffside/union representatives, local communities, and partner agencies and facilitating the delivery of that vision to improve health and social care for the people of Argyll and Bute

As a consequence of different organisational policies, the correct application of procedures to appropriate staff within the Children and Families and Criminal Justice Services it is important to avoid HR Risk. The post holder must appreciate issues arising from different organisational cultures and backgrounds and seek to create integrated working across staff groups where the staff have experienced diverse management arrangements.

The post holder will work across Health Board boundaries of NHS Highland and NHS Greater Glasgow and Clyde to develop and monitor SLAs to ensure delivery of safe and effective services to the population of Argyll and Bute

The post holder will have to work with 2 sets of organisational policies and utilise these as appropriate according to which organisation is the employer. Differences may need to be considered and explained to staff.

The development and management of a fully integrated health and social care service which retains an ability to fulfil the individual agency accountability for statutory functions, resources and employment issues.

Establishing a robust child protection framework across the CHCP service areas and the wider planning partnership. Also the implementation of the corporate parenting responsibilities for children who are Looked After and Accommodated.

Challenging health and social inequalities within the local population whilst engaging in a complex community planning process and engagement with a variety of agencies and organisations.

Ensuring continued access by children and families to specialist child health services.

Balancing the requirements of the criminal justice responsibilities with those of MAPPA, child protection.

This job description is not exhaustive, but indicates the general scope and nature of the jobholder's duties. In addition, he / she may be required to undertake such other duties as may be reasonably allocated by the Chief Officer and deputise for/act on behalf of Chief Officer when required.

**8. Working with external partners to deliver key services jointly:**

Develop strong, positive working relationships with external partners and our communities to facilitate achievement of the HSCP goals and delivery of a quality, safe person centred service.

Ensure that staff, service users and public are informed, consulted and engaged with appropriately in all areas of activity.

- Communicate and engage with a wide range of people through all disciplines within the Area and Operational Unit, the A&B Health and Social Care Partnership, wider Council and NHS Highland. Post holder requires good communication skills, tact, or patience in order to get complex messages understood and acknowledged. The skill set must include the ability to motivate, negotiate, present and persuade groups of staff who may on occasions be hostile to the information being relayed.
- Communicate changes/new ways of working so that all are aware and understand. Some staff may not agree or adapt to change necessitating a high level of influencing and persuasive skills.

- Utilise listening and reflective skills with the ability to negotiate and reach satisfactory conclusions.
- Manage conflict positively, listening to and guiding staff in the agreed course of action to remedy conflict.
- Be aware of and improve organisational cultures, the nature and use of different approaches and to be adaptable and sensitive in a range of communication skills to facilitate these differences
- Ensure the effective interpretation of operational data, producing and organising information in a way that allows all staff to understand the local priorities in the context of the wider agenda.
- Work within a matrix model ensuring clear alignment of operational priorities with professional requirements

It is anticipated that the post holder will relate to, and ensure communication with members of the Integrated Joint Board, senior officers of both the NHS and local authority and with managers and staff within the HSCP. It would also be essential to develop and maintain communication with the local community and wider stakeholders particularly

### **Regional and National Working**

- Contribute, as appropriate, to the A&B Health and Social Care Partnership and Board and Regional developments reflecting experience within A&B Council and NHS Highland and adding value to work within the Operational Unit.
- To foster good and effective partnership arrangements with a range of partners
- Communicate and engage with a wide range of people through all disciplines within the Area and Operational Unit, the A&B Health and Social Care Partnership, wider Council and NHS Highland. Post holder requires good communication skills, tact, or patience in order to get complex messages understood and acknowledged. The skill set must include the ability to motivate, negotiate, present and persuade groups of staff who may on occasions be hostile to the information being relayed.
- Communicate changes/new ways of working so that all are aware and understand. Some staff may not agree or adapt to change necessitating a high level of influencing and persuasive skills.
- Utilise listening and reflective skills with the ability to negotiate and reach satisfactory conclusions.
- Manage conflict positively, listening to and guiding staff in the agreed course of action to remedy conflict.
- Be aware of and improve organisational cultures, the nature and use of different approaches and to be adaptable and sensitive in a range of communication skills to facilitate these differences
- Ensure the effective interpretation of operational data, producing and organising information in a way that allows all staff to understand the local priorities in the context of the wider agenda.
- Work within a matrix model ensuring clear alignment of operational priorities with professional requirements

<b>Person Specification:</b>	
<b>CRITERIA:</b> E = Essential          D = Desirable	
<b>Education and / or professional qualifications</b>	
E.1	Diploma in Social Work and Registered social worker with SSSC, or registered with NMC or HPCP, or have equivalent management qualification.
E.2	Degree or equivalent, in a related subject.
E.3	Membership of professional body.
D.1	Masters or equivalent experience desirable
D.2	Evidence of Continuous Professional Development
<b>Experience</b>	
E.1	Proven record of achievement in a multi-functional organisation.
E.2	Commissioning and tendering large projects and services.
E.3	Experience in interpreting and managing complex financial and budgetary information.
E.4	Experience of formulating policy on complex issues.
E.5	Comprehensive experience of managing at a senior level.
E.6	Excellent presentation and communication skills
E.7	Experience of working in a political environment with elected members
D.1	Thorough understanding of the workings of Local Government.
D.2	Thorough understanding of the workings of NHS
D.2	Success in more than one service area.
D.3	Proven track record of leading change management.
<b>Specific job-related knowledge</b>	
<b>Knowledge, training and experience required to do the job</b>	
E.1	The post holder must be able to demonstrate high standard of integrity, effective leadership and management skills. They will have a high degree of political sensitivity and ability to relate appropriately to Elected Members, Board members and Ministers.  Skills in the development of, and contribution to, policy, planning and service delivery within a children's services organisation would also be beneficial.

	<p>Evidence is required of the ability to develop and maintain effective partnership relationships within an organisation and with key stakeholders should be able to resilient under pressure and respond positively to a challenge.</p> <p>The post holder will require interpersonal, management and technical skills combined with a supportive and visible leadership style. He/she must have the necessary stature to earn confidence and respect within the Health and Social Care Partnership and with local communities and partner organisations to lead and deliver local improvement and change. It will be essential to have the skills to develop a culture that encourages innovation, individual and team responsibility with open communication that motivates staff.</p> <p>The post holder will be able to demonstrate significant experience in management roles within health and/or social care at a senior level, including highly developed skills in financial and staff management. The role requires knowledge at Masters level or equivalent together with additional knowledge acquired through experience or specialist training.</p> <p>E.2 Registered health care professional, social worker or relevant management qualification</p> <p>E.3 Specific knowledge of legislation affecting Local Government and NHS</p> <p>E.4 The post requires a clear understanding of the NHS and local authority policy and service agenda in respect of children's services, systems for child protection and criminal justice</p>
<b>Any additional job-related requirements</b>	
<p>E.1</p> <p>E.2</p> <p>E.3</p> <p>E.4</p>	<p>The jobholder will be expected to travel efficiently and effectively between various work locations within Argyll and Bute and beyond to meet the operational requirements of the Service.</p> <p>The jobholder may be required to work outside normal working hours.</p> <p>The post is defined as "politically restricted" and is therefore restricted in terms of the Local Government and Housing Act 1989 as amended, and by the Local Government Officers (Political Restrictions) Regulations 1990 and 1998</p> <p><b>Physical, mental, emotional and environmental demand of the job</b></p> <p><b>Physical</b></p> <ul style="list-style-type: none"> <li>• Driving over a large geographical area – three times a week on average but can be more</li> <li>• Driving on single track and unfenced roads</li> </ul> <p><b>Mental</b></p> <ul style="list-style-type: none"> <li>• Unpredictability of workload – daily</li> <li>• Concentration, decision making and organisational skills to cope with competing demands</li> <li>• Unsocial hours working – evenings – e.g. to attend community council meetings</li> <li>• Mental and emotional stability to be able to respond to high demands of the post.</li> <li>• Particular challenges of communicating with a large number of staff working over 24 hours 7 days a week.</li> <li>• Juggling competing demands of operational management with other aspects of the role.</li> </ul> <p><b>Emotional</b></p> <ul style="list-style-type: none"> <li>• Dealing with clients/customers/patients who are distressed.</li> <li>• Dealing with staff who that are having personal difficulties that may affect their employment.</li> <li>• Dealing with staff who have long term illness</li> </ul>

	<ul style="list-style-type: none"> <li>• Dealing with staff who have performance issues including capability and competency</li> <li>• Terminating staff contracts</li> <li>• Meeting with staff to give information that may cause distress e.g. service change</li> <li>• Meeting with members of the community to discuss complaints</li> <li>• Supporting staff through the complaints process, where appropriate</li> </ul>
<b>Competencies</b>	
E.1	<p>Level 4</p> <p><b>Personal Qualities (Competencies) that are essential at recruitment stage:</b></p> <ol style="list-style-type: none"> <li>1. Demonstrate resilience and integrity and lead through challenging circumstances</li> <li>2. Actively promote and deliver equality of opportunity to employees and service users.</li> <li>3. Foster good and effective partnership arrangements with a range of partners.</li> <li>4. Value others by delegating responsibility and demonstrating trust within agreed boundaries.</li> <li>5. Create a culture where innovation and managed risk taking are encouraged.</li> <li>6. Highly developed negotiating skills over a wide range of issues.</li> <li>7. Highly developed conflict management skills.</li> <li>8. Articulate and perceptive.</li> <li>9. Acts with calmness and resilience under pressure and responds positively to challenge.</li> <li>10. Self-disciplined and able to work to strict deadline.</li> <li>11. Being Accountable.</li> <li>12. Achieving Results.</li> </ol>

NOT FOR PUBLICATION by virtue of paragraph(s) 1  
of Schedule 7A of the Local Government(Scotland) Act 1973

Document is Restricted

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