

Public Document Pack

Argyll and Bute Council
Comhairle Earra Ghaidheal agus Bhoid

Executive Director: Douglas Hendry



Kilmory, Lochgilphead, PA31 8RT
Tel: 01546 602127 Fax: 01546 604435
DX 599700 LOCHGILPHEAD
10 December 2021

NOTICE OF MEETING

A meeting of the **APPOINTMENTS PANEL** will be held **BY MICROSOFT TEAMS** on **FRIDAY, 17 DECEMBER 2021** at **11:00 AM**, which you are requested to attend.

Douglas Hendry
Executive Director

BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST (IF ANY)**
3. **UPDATE ON SHORT LEETING PROCESS**

Update by Head of Customer Support Services, Argyll and Bute Council

4. **APPOINTMENT OF HEAD OF ADULT SERVICES (HSCP)**

(a) Job Description (Pages 3 - 14)

E1 (b) Candidate Packs (Pages 15 - 30)

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

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
Fiona Davies
Dr Boyd Robertson

Councillor Robin Currie
Councillor Kieron Green

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

JOB DESCRIPTION & PERSON SPECIFICATION (JDPS)
--

Job Title:	Head of Adult Services	Job Evaluation Reference Number:	
Service:	Argyll and Bute Health and Social Care Partnership	Grade:	CO29
Department/Section:	Adult Services	Location:	Location flexible in Argyll and Bute
Line Manager (post):	Chief Officer, A&B Health and Social care Partnership		
Date JDPS was created / last reviewed / amended:	20.09.21	Version of JDPS: <i>(Updated versions should be given the next number. Please also update "version" & date at footer below, using Insert/Footer/Edit Footer)</i>	v 2.1
This JDPS should be read in conjunction with:	<u>1 - HSCP Strategic Plan</u> <u>2 – Portfolio Responsibilities for Heads of Adult Services</u>		

Job Summary:

This post is one of two Heads of Adult Services in the Argyll and Bute Health and Social Care Partnership. Each Head of Service will have a portfolio of integrated health and social care responsibilities for Adult Services as directed by the Chief Officer.

The post holder will:

- Accountable to the Chief Officer, senior management team, customers and colleagues, develop and lead the delivery and provision of efficient, effective and professional adult 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.
- Take responsibility for adult operational services across Argyll and Bute and share the operational line management on an allocated portfolio basis.
- Ensure that arrangements are in place for professional leadership responsibility for adult social work, social care and health services across Argyll and Bute within their portfolio.
- As part of Argyll and Bute HSCP's Service Transformation approach, share the executive leadership for all strategic adult services transformation and development via the Service Transformation Board.
- As a member of the Strategic Leadership Team, fully contribute to and participate in the strategic and corporate management of the A&B Health and Social Care Partnership
- Provide leadership for the planning, management, delivery and improvement of all adult services in a co-productive, matrix management approach.
- Provide information and advice regarding adult services to the Integrated Joint Board as appropriate.
- Act as Portfolio Lead as allocated by Chief Officer on behalf of the A&B Health and Social Care Partnership.
- Demonstrate political awareness and understand the need to liaise with elected members and/or Board members
- Develop effective working relationships with the lead clinician roles and take account of professional issues impacting on service redesign and delivery (e.g. Associate Medical Director, Lead Nurse, Lead AHP, etc)
- Lead the service to sustain and improve delivery of high quality, effective and person centred health and social care services to the adult population across Argyll & Bute.

- Act as the Portfolio Lead as allocated by Chief Officer on behalf of the A&B Health and Social Care Partnership from the following areas of service that are within the remit:
- Adult protection
- Adult health and social care community services
- Hospital Services
- Emergency care
- Primary care
- Pharmacy
- Mental health
- Addictions
- Learning Disability
- Registered social care services including Residential care and home care services
- Integrated Community Services
- Unscheduled care
- Community Mental health services

Scope / Dimensions:

The Annual Budget for Adult Services (2021) is:

- Community and Hospitals £38.1m
- Mental Health, LD and LLC £21.3m

Heads of service will assume line management / staffing responsibility for Adult Health and Social Care Teams, employed by both NHS Highland and Argyll and Bute Council, in a portfolio of services across Argyll & Bute HSCP.

The total head count in the HSCP (2021) is approximately 3000.

Argyll and Bute HSCP comprises a remote and rural environment including 23 inhabited islands, many small villages and settlements and 6 towns. This presents significant challenges in providing health and social care services, with a limited internal transport and communications infrastructure. There is also a large additional visitor population in summer and winter.

Population: Argyll and Bute 85,570 (NRS 2019 MYE)

Geography: 2,700 miles of coastline, 23 inhabited islands and 6 main towns.

To achieve effectiveness across the organisation a matrix management approach, excellent remote leadership skills and collaborative working is essential. This will require explicit agreement between post holders to facilitate new ways of working and service delivery and clarity of roles and expectations of staff.

3. Strategic Planning

The Health and Social Care Partnership is responsible for the planning and delivery of health and social care services across Argyll & Bute. This includes direct management responsibility for Social Care Services and for all Health services delegated to the IJB as part of the Integration Agreement.

The postholder will:

- Support the Chief Officer of the HSCP to develop the Partnership's vision, values and strategic objectives by working in partnership with IJB members - elected Members, NHS Board members, stakeholders, communities, patients, customers and colleagues (internal and external where appropriate) to develop services that place client and patient needs at the centre of all decision making.
- Provide effective management and team leadership in developing and planning the delivery of the services

provided by the Adult Health and Social Care teams

- Take the initiative and accepting responsibility for ensuring that these are designed and delivered to reflect local needs and expectations
- Ensure that there is a corporate approach to service provision, and that effective outcomes are achieved.
- Review all procedures, policies and practice guidelines in relation to Adult Services and to ensure that such are in keeping with best practice, Government circulars, Council objectives and legislation.
- Ensure that the quality of services provided are of the highest possible standards and Strategic and Service Plans address the needs of all communities throughout Argyll and Bute
- Promote change and innovation in accordance with the vision, direction, core values and corporate goals, leading the development of new ways of working to support continuous improvement.
- Use resources appropriately to achieve best value results for the organisation and the wider community, keeping an appropriate balance between cost, quality and price.
- Develop service plans and continually review performance, striving to improve the quality and efficiency of the service.
- Advising Chief Officer of actions to be taken to take account of any new legislation
- Operating 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.
- Undertake Contingency Planning in relation to the Adult Health and Social Care team's areas of responsibility, including major incidents.
- Liaise with other departments/services of the Council/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 adult social care services, integrating service provision across the Areas and with other Areas and other statutory organisations.
- Lead the implementation of the Highland Quality Approach and Council's Performance and Improvement Framework in Argyll & Bute and ensure learning and innovation lead to improvements in the provision of person centred, safe, effective and efficient services.
- Contribute to the corporate management of the Operational Unit and the Argyll and Bute Social Care Partnership as a whole, ensuring the effectiveness of all Health & Social Care Services and meeting Government target within allocated resources.
- 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.
- Ensure that emergency planning and business continuity plans are developed, implemented and reviewed as appropriate.
- To promote change and innovation in accordance with the Partnership's vision and direction
- To develop new ways of working to support continuous improvement
- To maintain and promote the core values and corporate goals of the Partnership and ensure they are communicated effectively to employees
- To undertake duties in relation to all staffing matters in accordance with policy and procedures.

- To actively support and implement corporate objectives and be accountable for their delivery
- To 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).
- To work cooperatively with others (including external organisations where appropriate) to meet corporate objectives
- To work collaborative with partners to develop and implement the HSCP Strategic Plan
- To lead on the establishment and development of locality management in alignment with locality planning
- Where appropriate deputise for HSCP Chief Officer within departmental and corporate governance structures.

Service delivery / implementation:

- Take responsibility for the overall management of the service, ensuring that appropriate mechanisms are in place to deliver high quality services to service users.
- Actively support and implement corporate objectives and be accountable for their delivery in accordance with Best Value.
- In addition, introduce continuous improvement in the performance of the service, responding positively to statutory, and other external and internal requirements.

Functional Leadership

- Ensure that Adult Services employees develop 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.
- Provide leadership and managerial advice to services 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.
- Provide effective management and team leadership, including the establishment of regular service/team meetings.
- Ensure that employees are kept well informed about corporate objectives and priorities and matters that impact on their employment and the service they provide.
- Foster a culture which is focussed on excellence, ensuring that any practice that does not reflect a person centred focus are addressed effectively.
- To ensure that all services meet the required national standards set by NHS HIS and Care Inspectorate for adult and health and social care services.
- To reduce the risk as far as possible of infections and other healthcare acquired injuries to all people accessing health and care services
- Develop service plans and continually review performance, striving to improve the quality and efficiency of the service.
- Recruit competent employees
- Value others by delegating responsibility and demonstrating trust within agreed boundaries
- To actively contribute to a flexible, agile and learning organization.

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.
- To create a culture where innovation and managed risk taking are encouraged
- To 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

Patient/Service User Focus and Collaborative Working

- 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.

Regional and National Working

- Contribute, as appropriate, to the A&B Health and Social Care Partnership and Integrated Joint Board reflecting experience within A&B Council and NHS Highland and adding value to within the Operational Unit.
- To foster good and effective partnership arrangements with a range of partners

In addition, represent the HSCP on relevant external bodies/committees; deputise for Chief Officer when appropriate; chair / attend Committees as required;

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, the NHS Highland scheme of delegation, Standing Financial instructions and the Scheme of Integration.
- Act as budget holder, responsible for forecasting, preparing, monitoring and controlling assigned budget, reviewing actual expenditure against budget, taking corrective action where appropriate.
- Ensure that all regulations and procedures (including the Council's Standing Orders and Financial Regulation, and NHS Standing Financial Instructions) are adhered to, Reporting as required.

Staff Management:

Undertake duties in relation to all staffing matters in accordance with HSCP, 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.

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.

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, participating in recruitment programmes when required to ensure competent employees are recruited.

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.

- Lead Support and Develop Staff
- 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 is met and equivalent systems for Council.
- Lead and support the completion of Personal Development Plans and Review documentation for all staff within the Area and support the Area Team to develop individual objectives and personal development plans.
- Lead and chair grievance, disciplinary and other employment procedures across Argyll & Bute HSCP, including instigating reviews and investigating particular incidents.
- 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
- 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.
- Support staff to work in collaborative and person centred way with individuals and communities where innovation and creativity are fostered to meet local needs

Resource/Performance Management and Reporting:

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:

- Ensure that appropriate quality, performance and bench marking criteria are utilised or developed, and applied, in respect to Best Value and Continuous Improvement.
- Publish, monitor and set plans to achieve key performance targets for the HSCP.
- Support the implementation of A&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.
- 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.
- Demonstrate resilience and integrity and lead through challenging circumstances.
- Use resources appropriately to achieve best value results for the organisation and the wider community, keeping an appropriate balance between cost, quality and price.

- Support the implementation of A&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.

Health & Safety:

Proactively manage the health and safety of employees within the appropriate functional area and ensure:

- that all key elements of effective health and safety management are in place (e.g. risk assessments).
- that employees and/or outside bodies under his/her control comply with the department's or their own health and safety at work procedures
- that safe systems of work are used at all times.

Other duties & responsibilities:

The work of the Head of Adult Services is generated in relation to professional / functional development and local need in accordance with the A&B HSCP Service 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 and the A&B Health and Social Care Partnership.

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.

Decisions and Judgements:

Monitor and analyse statutory, clinical, financial and staffing activity information across the Argyll & Bute area to ensure that performance targets are being achieved. This will involve continuous assessment of the Areas' 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 solution

The post holder will require making astute and difficult decisions including some case based decisions.

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

As a consequence of different organisational policies, the correct application of procedures to appropriate staff within the Area is important to avoid HR Risk. The Post holder will require to 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.

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

It will require working within a demographic context of an ageing and reducing population in Argyll and Bute mirroring this in the workforce and operating within a tight/reducing fiscal environment to delivery high quality and equitable services.

Needs planning and facilitating to effect the true shift in the balance of care from acute to community enabling a planned transition and transfer of resources#.

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.

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 centered 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 of the Argyll & Bute 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

Physical, Mental and Emotional Demands

- Driving over a large geographical area – three times a week on average but can be more.

Driving on single track and unfenced roads.

Mental

- Unpredictability of workload – daily
- Concentration, decision making and organisational skills to cope with competing demands
- Unsocial hours working – evenings – e.g. to attend community council meetings
- Mental and emotional stability to be able to respond to high demands of the post.
- Particular challenges of communicating with a large number of staff working over 24 hours 7 days a week.
- Juggling competing demands of operational management with other aspects of the role.

Emotional

- Supporting staff that are having personal difficulties that may affect their employment.
- Supporting staff who experience sickness absence
- Supporting staff who have performance issues including capability and competency
- Terminating staff contracts
- Meeting with staff to give information that may cause distress e.g. service change
- Meeting with members of the community to discuss complaints
- Supporting staff through the complaints process, where appropriate

Person Specification: (see Note 2 below)	
CRITERIA: E = Essential D = Desirable	
Education and / or professional qualifications (Including membership of professional bodies)	
E.1	Degree or equivalent, in a related subject.
E.2	Membership of relevant professional body.
D.1	Masters or equivalent experience desirable
D.2	Evidence of Continuous Professional Development
Experience	
E.1	Proven record of achievement in a multi-functional organisation.
E.2	Experience in achieving service outcomes within the context of appropriate financial constraints.
E.3	Experience of formulating policy and strategy on complex issues.
E.4	Comprehensive experience of managing at a senior level.
E.5	Experience of working in a political environment with elected and or board members.
E.6	Thorough understanding of the workings of Health and Social Care Partnerships and IJBs.
D.1	Proven track record of leading change management.
D.2	Commissioning and tendering large projects and services.
D.3	Excellent presentation and communication skills.
Specific job-related knowledge	
E.1	Candidates should be able to demonstrate the professional requirements as set out in the portfolio for this post. Note Heads of Adult Services posts are responsible for service portfolios as directed by the Chief Officer.
E.2	Candidates should demonstrate that they operate according to the values of the Health and Social Care Partnership.
E.3	Candidates must demonstrate experience and success in engaging with partners, communities, service users, patients and stakeholders to design and deliver person centered, community focused services.
Any additional job-related requirements	
E.1	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>E.2</p> <p>E.3</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>Competencies (<i>The skills, knowledge & behaviours required to perform this job effectively</i>) (Link to Competency Framework)</p>	
<p>E.1</p>	<p><i>Level 4</i></p> <p>Candidates should be prepared to demonstrate at interview their how their Personal Qualities align with the following leadership competencies:</p> <ol style="list-style-type: none"> 1. Demonstrate resilience and integrity and lead through challenging circumstances 2. Actively promote and deliver equality of opportunity to employees and service users. 3. Foster good and effective partnership arrangements with a range of partners. 4. Value others by delegating responsibility and demonstrating trust within agreed boundaries. 5. Create a culture where innovation and managed risk taking are encouraged. 6. Highly developed negotiating skills over a wide range of issues. 7. Highly developed conflict management skills. 8. Articulate and perceptive. 9. Acts with calmness and resilience under pressure and responds positively to challenge. 10. Self-disciplined and able to work to strict deadline. 11. Being Accountable. 12. Achieving Results.

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank