

# 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  
21 December 2021

## NOTICE OF MEETING

A meeting of the **APPOINTMENTS PANEL** will be held **BY MICROSOFT TEAMS** on **MONDAY, 10 JANUARY 2022 at 4:00 PM**, which you are requested to attend.

Douglas Hendry  
Executive Director

## BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**
3. **APPOINTMENT OF CHIEF OFFICER OF HSCP**

To short leet applications for interview

- (a) Job Description for post of Chief Officer of HSCP (Pages 3 - 14)
- E1 (b) Applications received for post of Chief Officer of HSCP (Pages 15 - 86)
- E1 (c) Assessment of Candidates

### E1 4. **CONSIDERATION OF DRAFT PANEL QUESTIONS**

### E1 5. **SUMMARY OF APPOINTMENTS PROCESS**

- E1 (a) Recruitment Process Briefing Note (Pages 87 - 90)
- (b) Agreement on Stakeholder Panels

### 6. **ANY OTHER COMPETENT BUSINESS**

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  
Pippa Milne

Councillor Robin Currie  
Councillor Kieron Green  
Dr Boyd Robertson

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

**JOB DESCRIPTION and PERSON SPECIFICATION (JDPS)**

<b>Job Title:</b>	Chief Officer for Health and Social Care Partnership		<b>Job Evaluation Reference Number:</b>	N/A
<b>Service:</b>	Argyll and Bute Health and Social Care Partnership		<b>Grade:</b>	SCP 43 £105,488 NHS Grade - ESM E £83, 463 to £109,127
<b>Department/Section:</b>	Argyll and Bute Health and Social Care Partnership		<b>Location:</b>	Based in Argyll and Bute (flexible)
<b>Line Manager (post):</b>	Joint Appointment: Chief Executive, NHS Highland Chief Executive, Argyll and Bute Council			
<b>Date JDPS was created / last reviewed / amended:</b>	Oct 2021	<b>Version of JDPS:</b>		V1.8
<b>This JDPS should be read in conjunction with:</b>	<ol style="list-style-type: none"> <li>1. <u><i>Argyll and Bute Scheme of Integration</i></u></li> <li>2. <u><i>Health and Social Care Partnership 3 year Strategic Plan</i></u></li> </ol>			



### Job Summary:

To lead on behalf of the Integration Joint Board, the planning, resourcing, performance management and operational delivery of all integrated services within the Strategic Plan.

To be the accountable officer and responsible for the strategic planning, budgetary management, performance and governance arrangements for all NHS services, adult social care, children, families and justice services in Argyll and Bute.

To agree and pursue best outcomes for patients, people who use services and carers in Argyll and Bute, by leading the development of the Strategic Plan, in accordance with the provisions agreed within the Public Bodies (Joint Working)(Scotland) Act 2014 [The Act] and the Regulations and Orders relating to this Act. This includes systematic review of the Integration Scheme which must be agreed between NHS Highland and Argyll and Bute Council prior to submission to the Government.

To be responsible for delivering the Vision for the Argyll and Bute Health and Social Care Partnership: *The People in Argyll and Bute will live longer, happier and healthier lives and deliver on the vision for integration, to 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.*

To participate as appropriate as a Director level officer both with the Council and NHS, in the corporate and strategic management and governance of both organisations and be accountable for ensuring that the organisations corporate and strategic objectives are reflected and met.

To work collaboratively with the Senior Management Teams of Argyll and Bute Council and NHS Highland and provide a single senior point of overall strategic leadership for the employees in the Argyll and Bute Health and Social Care Partnership.

To lead the integrated systems of Clinical, Care and financial governance.

To maintain and continuously develop an integrated risk management processes which provides assurance to the Integrated Joint Board and its partner bodies.

To be the accountable officer for the performance of the partnership which will be reported to the Integration Joint Board and also to the joint partners through the Chief Executive Officers.

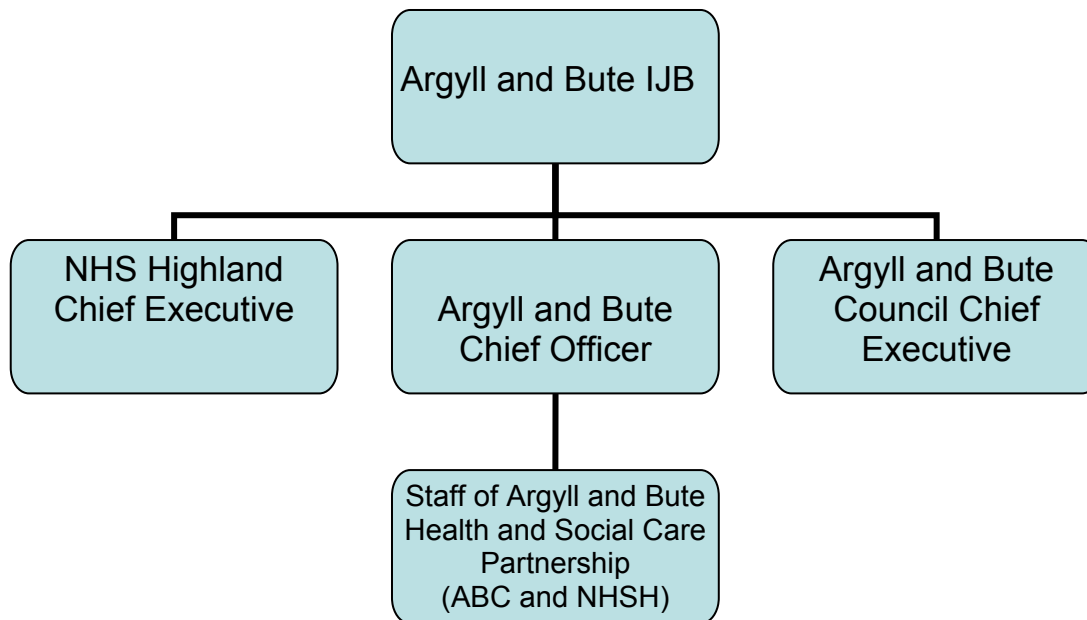
To drive change to better utilise limited resources.

To provide a strategic leadership role in strengthening partnership arrangements between NHS Highland and Argyll and Bute Council and ensuring strong partnerships with the independent and third sectors.

To provide a point of joint accountability for performance of services to the Integration Joint Board, through which there is accountability to the full Council and NHS Highland Board, as set out in the Scheme of Integration.

As a Director level manager in Argyll and Bute Council/NHS Highland, and therefore with a wider governance role in both organisations, to provide input on a wide range of health and social care related issues and to the wider corporate and strategic management of the partner agencies.

## Organisation Chart



The Chief Officer has a complex reporting arrangement with accountability to the Integration Joint Board and the two Chief Executives of the partner organisations. The accountability for the day-to-day delivery of services is to the two CEOs. As Chief Officer you must navigate the complex relationship between the IJB, the Council and the NHS, ensuring their accountability to the IJB is clear whilst the organisational delivery of the HSCP is also clear with the Chief Executives.

### Scope / Dimensions:

The dimensions for the post are split between Health and Social Services and the post holder will have direct accountability for both elements of the integrated budget. The population of Argyll and Bute is approximately 85,870 people, with a higher than average ageing population.

The postholder will be responsible for approximately 3,000 staff and a revenue budget of approximately £307m.

The post holder has direct management responsibility for:

- All current NHS services and budgets within Argyll and Bute plus acute care SLA and contracts with NHS Greater Glasgow and Clyde
- Argyll and Bute Council adult social care, children, families and justice services and budget



The post holder will also have responsibility for the management of the Community Justice Social Work Services

**Job Description:**

<b>1.</b>	<p><b>Strategic Planning:</b></p> <p>The IJB is responsible for the planning and delivery of health and social care services across Argyll and Bute. The Postholder will be responsible for direct management of all Social Care Services (adult, children, families and justice) and for all Health services that are delegated within the Scheme of Integration.</p>
<b>2.</b>	<p><b>Service delivery:</b></p> <p>The post holder will be expected to provide input on a wide range of health and social care related issues. Maintenance of Clinical, Staff partnership/employee relations, management and financial standards of both the Council and NHS must be a priority of the post.</p> <p>The post holder will be jointly accountable at a senior level to the statutory agencies for delegated functions and resources and provide a single point of joint and integrated management down through service delivery mechanisms, ensuring the Partnership meets all of its statutory duties.</p> <p><b>Inspire and Articulate the Vision for Integrated Working by:</b></p> <p>Leading strategically integrated planning to manage the Argyll and Bute Health and Social Care Partnership, ensuring the management, planning and commissioning of services meets Council and Board policy objectives and statutory requirements as defined in the Strategic Plan.</p> <p>Implementing, in partnership, organisational arrangements which are fit for purpose, taking into account professional responsibilities, employees and partnership development.</p> <p>Delivering Integration Joint Board objectives on time and within budget and ensuring that the necessary systems and working arrangements are in place to deliver all service requirements, including statutory and legislative requirements.</p> <p>Leading the ongoing integration of services, working closely with key stakeholders, such as health and social care professionals, users of services, carers, private and third sector providers of health and social care services within both the Board and Council.</p> <p>Formulating service development and improvement strategies, ensuring integrated service planning, patient safety, employee and organisational development and performance management arrangements are in place at an early stage.</p> <p>Developing Community Planning Partnership (CPP) arrangements including the relationship between the Health and Social Care Partnership and Community Planning, as agreed and in accordance with the Argyll and Bute Local Outcome Improvement Plan .</p> <p>Providing strategic leadership for the Partnership across the range of its responsibilities, ensuring that the services provided are aligned to and support the Council's and Board's strategic aims, regulatory requirements and corporate, clinical and employee governance standards while meeting the requirements of best value and continuous improvement.</p> <p>Ensuring that all statutory clinical and non-clinical governance and professional standards are</p>

adhered to and robust arrangements are established.

Leading public involvement regarding locality planning.

Playing a key role in the corporate management and planning of both Board and Council to support Elected Members, NHS Non Executive Board members, Chief Executives and external partners through the provision of professional advice, guidance and information on the services provided and on any other matters as appropriate.

Leading change with key stakeholders to promote further joint working and to strengthen service alignment and governance arrangements between the Council and the NHS.

Representing the Council and the Board at local and national level in relation to the integration of health and social care in Scotland, influencing policy initiatives being developed by the Scottish Government, ensuring the Council and Board are fully aware of developments and have the information, professional advice and assistance necessary to make policy decisions.

#### **Managing Services:**

Continue to review all services within the Partnership with a view to identifying where integration, at a service level, would deliver better outcomes for people who use services and their carers.

Develop prioritised plans for the integration of identified services.

Oversee the partnership's commissioning strategy including ensuring quality in commissioned services.

Lead initiatives to ensure that via the Integration Joint Board, the Council and Board meet policy, finance and service targets, including delayed discharges, including, for example the development of a capacity plan for older people's services, and the delivery of the health inequalities agenda.

Prepare a Service Plan for each area of activity and develop a robust performance management approach incorporating standards, performance measures and targets and for all such activities measure service delivery, monitor their implementation and ensure continuous improvement.

Participate in the arrangements for Multi Agency Public Protection Arrangements (MAPPA) including national inspections.

Lead as required the link role between relevant Inspection and Scrutiny Bodies ensuring that the IJB participates fully and uses inspection activity as part of its continuous improvement cycle.

Ensure the highest standards of corporate, clinical, financial, staff and public governance in delivering health and social care services while driving continuous improvement, achieving best value, reducing inequalities and responding to health and social care needs within Argyll and Bute.

Promote, and where necessary lead, the identification, development and implementation of service redesign projects creating new ways of working, organisational change or service change to meet the health and social care needs of the population within the financial resources delegated to the IJB.

Ensure that the responsibilities of the Council's Chief Social Work Officer (as defined by Section 45 Local Government etc. (Scotland) Act 1994) are effectively supported and delivered and that the requirements of NHS Clinical Governance are met.

	<p>Ensure that all services are delivered in accordance with the Partnership's Equality and Diversity Policies, the statutory, general and specific Equality Duties, the Fairer Scotland Duties and the provisions of the Islands Act.</p>
3.	<p><b>Budget Management:</b></p> <p>Propose, allocate and manage budgets for the service that provide sufficient resources to meet the objectives as agreed by the Council and Board, within the resources delegated by the Council and Board.</p> <p>Ensure that budget management, regulations and reporting requirements as set out by the Council, the Board and the Scheme of Integration are adhered to using the systems and process to ensure effective budgetary control.</p> <p>Ensure that an appropriately qualified Section 95 officer is in post.</p> <p>Prioritise and manage effective recording of delivery to ensure the financial targets are achieved within the resources available.</p> <p>Ensure the partnership focuses on best value and that all services are efficient and effective</p> <p>Ensure the management of the Information Governance Assurance Framework is appropriately secure and legally compliant.</p>
4.	<p><b>Staff Management:</b></p> <p>Ensure that all employees working within the fully integrated Partnership are managed in accordance with the appropriate employer policies and procedures, employee governance frameworks and the application of health and safety, equalities and dignity at work policies and practices.</p> <p>Foster good employee relations with the representative Trades Unions and Staff Side.</p> <p>Lead people management practices within the Partnership which encourages a culture of positive internal engagement with employees, promotes development of robust partnership working across both organisations and promotes the achievement of better outcomes for service users.</p> <p>Ensure arrangements are in place to promote and support the continuing professional and personal development of employees by ensuring that effective performance management systems are in place, which provide development opportunities, enhance performance motivation, and facilitate skill utilisation and flexibility. Maximise the capability and capacity of all staff.</p>
5.	<p><b>Working with external partners to deliver key services jointly:</b></p> <p>Work closely with the Chief Executives of the Council and the Board and their Senior Officers and Managers, Elected members of the Council and Non-Executive Board members of the Board and external partners in formulating service development strategies.</p> <p>Develop and secure effective partnership working with a range of key stakeholders, including</p>



	<p>representatives of people who use services and their carers, voluntary and private sector providers, trades unions and employees to achieve optimum development of services and in accordance with NHS Reform (Scotland) Act and Best Value arrangements.</p> <p>Create opportunities for team working across the Council and NHS service boundaries and continually looking for benefits that can be achieved cross-organisations, nationally and in collaboration with external partners.</p> <p>Develop and promote an effective patient/user focused public involvement process and culture in the partnership by establishing appropriate arrangements, mechanisms and methods. Continually assessing their effectiveness with regard to involvement, person centered feedback and influence in improving services and achieving health outcomes.</p> <p>Strengthen partnership arrangements by developing a culture that is inclusive, supportive and high performing to ensure the service we provide results in better outcomes for our service users.</p> <p>Promote public awareness of Health and Social Care policies.</p> <p>Represent the Council and the Board at local and national level, influencing policy initiatives and ensuring that the Council and Board are fully aware of developments and have the information and assistance necessary to make policy decisions.</p> <p>Establish key working arrangements with:</p> <p>Directors and Chief Officers of other Health and Social Care Partnerships, NHS Board and Councils, particularly NHS GGandC e.g. in discussions relating to pan Argyll and Bute service issues, acute or specialist service provision and/or regional service planning.</p> <p>Senior employees of the Scottish Government – e.g. to represent the Council and the Board, to participate in national working groups or planning groups, to respond to Parliamentary Questions.</p> <p>MPs/MSPs/Elected Members, Scottish Health Council, Public Pressure Groups/Patient Representatives/etc. – e.g. to impart information about/respond to questions or concerns about the Partnership.</p> <p>The media – e.g. to respond to media questions about matters pertaining to the Partnership</p> <p>National and local representatives of Trade Unions and Professional Organisations – e.g. for communication and/or consultation on major issues relating to the Partnership and negotiation on local conditions of service.</p>
6.	<p><b>Performance Management / Reporting:</b></p> <p>Ensure that appropriate systems and processes are in place to enable the Partnership to meet the requirements of, and demonstrate achievements in, clinical and social care, corporate and employee governance, through monitoring, performance management and evaluation and that these standards are maintained and further developed.</p> <p>Ensure that statutory requirements for performance reporting, such as National Performance Indicators and Local Government Benchmarking Framework are adhered to.</p> <p>Ensure the development and performance management of Partnership operational plans in</p>

	<p>accordance with the strategic objectives of both organisations.</p> <p>Establish and implement a robust approach to risk management that will ensure a proactive and coordinated approach to both clinical, care and business risks.</p> <p>Manage and retain oversight of preparations for inspection and audit activity relating to delivery of services defined in the Integration Joint Board agreement and undertaken as part of the Strategic Plan.</p> <p>Deliver agreed outcomes, many of which will be agreed nationally.</p>
7.	<p><b>Other duties and responsibilities:</b></p> <p><b>Assignment and Review of work</b></p> <p>The Chief Officer is directly accountable to the Board and Council Chief Executives and works under broad direction within the parameters of Government priorities and policies for health.</p> <p>Review of performance in the post is undertaken through the agreement of performance objectives and an annual performance and development review.</p> <p>In view of the joint accountability to both the Council and the Board, joint review sessions involving both the Chief Executives and the post holder will be arranged on a regular scheduled basis. These sessions will consider both the operational performance and also the delivery of the jointly agreed strategic objectives.</p> <p><b>Decisions and Judgements</b></p> <p>The post holder will monitor and analyse statutory, clinical, financial and staffing activity information across health and social care 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.</p> <p>The post holder will require to make astute and difficult decisions including some case based decisions as advised by the Chief Social Work Officer in their statutory capacity.</p> <p><b>Most Challenging /Difficult parts of the job</b></p> <p>The Chief Officer has a complex reporting arrangement with accountability to the Integration Joint Board and the two Chief Executives of the partner organisations. The accountability for the day-to-day delivery of services is to the two CEOs. The Chief Officer must also navigate the complex relationship between the IJB, the Council and the NHS, ensuring their accountability to the IJB is clear whilst the organisational delivery of the HSCP is also clear with the Chief Executives.</p> <p>The post holder will be required to work with diverse professional groups/professional representative bodies, different terms and conditions in two organisations, different trade union/employee involvement environments, different governance and accountability arrangements.</p> <p>Budget management, balancing the increase in demand for services, decrease in overall public sector budgets and the ongoing need to resource change will be a core challenge for the posholder.</p> <p>Responding to changing demands and external challenges and driving a culture of continuous improvement in the Partnership which will support its future development and improve on service standards within agreed budgets and resources.</p> <p>Highly developed political management and relationship management skills are required due to the complex political operating environment and range of stakeholders involved in the work of the</p>

	<p>Partnership.</p> <p>The post holder will also need to understand the culture within the two organisations and work to bring together colleagues to create a positive culture and environment for leading change.</p> <p>Excellent communications skills are essential to ensure that partner bodies, service users and patients, IJB members, stakeholders, partners and employees are informed about the activities of the IJB.</p>
8.	<p><b>Health and Safety:</b></p> <p>Promote the health, safety and wellbeing of employees at work and of service users through the implementation of the Council and Board's policies on Health, Safety and Wellbeing at work and departmental Health and Safety arrangements in accordance with all relevant statutory requirements, leading by example</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>

**Person Specification:**

**CRITERIA:** E = Essential D = Desirable

**Education and / or professional qualifications**

- |     |   |
|-----|---|
| E.1 | Educated to degree level or equivalent in an appropriate discipline     |
| E.2 | Evidence of continuing, relevant, professional and personal development |
| E.3 | Educated to Higher Degree level   |
| D.1 | Management Qualification  |

**Experience**

- |     |   |
|-----|---|
| E.1 | Substantial senior leadership and management experience within a large, complex organisation in the public, voluntary or care sectors involving multi-disciplinary teams. |
| E.2 | Experience of partnership working and delivering outcomes with other public sector agencies, voluntary and/or private sector organisations                                |
| E.3 | Experience of managing significant financial resources including financial planning, monitoring, control and reporting  |
| E.4 | Experience of communicating complex issues effectively to a wide groups of stakeholders, operating effectively under pressure   |
| E.5 | Experience of working within political structures or at board level   |
| E.6 | Demonstrable track record of decision making and leading and delivering successful and innovative service change and improvement programmes and projects.                 |
| D.1 | Experience of leading multiple specialist teams to achieve high standards of performance and deliver improvements together  |

**Specific job-related knowledge**

- |     |  |
|-----|--|
|     | <b>Knowledge, training and skills required to do the job</b>   |
| E.1 | Detailed knowledge of national health and social care partnership legislation, strategic policy, operation, opportunity and challenges |
| E.2 | Strong persuasive, influencing and inter-personal skills   |
| E.3 | Able to think and act strategically in the forward planning and development of corporate business objectives and policy                |

E.4	A resilient and inspirational leader able to motivate others to form positive relationships at all levels and deliver continuous improvement and transformational change
E.5	Skills and knowledge in managing organisational governance in a political environment
D.1	Able to demonstrate sensitivity, integrity and sound ethical judgment
D.2	Skills in mediation and the resolution of complex/controversial issues
D.3	Clear analytical skills to allow the exploration, evaluation and interpretation of information and opinions and utilisation of management information systems

#### 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.
E.2	The jobholder may be required to work outside normal working hours.
E.3	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
E.4	The post holder will be subject to an enhanced PVG check
E.5	Full driving license

#### Competencies

E.1	<p><i>Level 4</i></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>
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