

Public Document Pack

Argyll and Bute Council

Comhairle Earra-Ghàidheal Agus Bhòid

Executive Director: Douglas Hendry



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28 April 2023

NOTICE OF MEETING

A meeting of the **APPOINTMENTS PANEL** will be held **BY MICROSOFT TEAMS** on **TUESDAY, 9 MAY 2023 at 9:00 AM**, which you are requested to attend.

Douglas Hendry
Executive Director

BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**
3. **APPOINTMENT OF HEAD OF STRATEGIC PLANNING, PERFORMANCE AND TECHNOLOGY**

- E1
- (a) Job Description (Pages 3 - 26)
 - (b) Candidate Packs (Pages 27 - 82)

To interview candidates for the post of Head of Strategic Planning, Performance and Technology, 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

Ann Clark
Councillor Robin Currie
Councillor Amanda Hampsey (Chair)

Sarah Compton-Bishop
Fiona Davies

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

**AGENDA FOR CHANGE
NHS JOB EVALUATION SCHEME**



JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title: Head of Strategic Planning, Performance and Technology

Responsible to: Chief Officer, Argyll and Bute Health and Social Partnership

Department(s): Planning, Performance, eHealth, and Business Transformation

Operating Division: Argyll and Bute Health and Social Care Partnership

Job Code: ARGLHSCPPERFMGMT03

No of Job Holders: 1

Last Update: February 2023

2. JOB PURPOSE

Argyll and Bute Integration Joint Board will plan for and deliver high quality health and social care services to and in partnership with the communities of Argyll and Bute.

The Head of Strategic Planning, Performance and Technology role is to:

- Lead manage and develop the Planning, Performance and eHealth functions of the HSCP ensuring efficient and effective services for clinicians, governance and operational delivery.
- Leads the production and review of the Partnership's Strategic Plan, supporting both strategic and service planning,
- Lead the development of Joint Strategic Commissioning, NHS Contracting and SLA development.
- Lead all aspects of planning, developing and delivery of a comprehensive performance management system for the Health and Social Care Partnership.
- Lead ICT, Digital, Technology, data and e-health. Responsible for aspects of Capital planning relating to digital strategy and delivery.
- Ensuring the provision of efficient and effective eHealth services for clinicians, governance and operational delivery.
- To lead the development and delivery of major health service transformation programmes, including service, infrastructure and organisational reconfiguration. Lead the transformation committee and working to manage the complex stakeholder relationships necessary to securing successful outcomes.
- Work collaboratively with the Partnership Senior Management Team to achieve the objectives of the HSCP, ensuring that services are planned and delivered seamlessly from the perspective of the patient, service user or carer and that systems for managing services actively support such seamlessness.

- Required to deputise for Chief Officer when necessary
- Responsible for ensuring effective liaison and working relationships with other planning and performance functions within the Health Board, Council, Community Planning Partnership and other partnerships.
- Contribute to relevant wider NHS, Council and Community Planning Partnership Strategy.
- Lead the Improvement and Service Quality functions of the HSCP, developing and putting in place continuous improvement systems and processes, establishing a culture of quality, best value and person centre focus in the organisation.
- Responsible for performance measurement, monitoring and improved demographics. Including research and user engagement, involvement and feedback and reporting focusing on Health and Well-being outcomes and National and local targets.
- Provision of Service intelligence and analysis functions to inform operational and performance management, Joint Strategic needs assessment and service review and transformation.
- Lead and develop performance systems including CareFirst and Scottish Government returns.
- Returns to Scottish Government for all aspects of adult care, children & families, and criminal justice.

3. DIMENSIONS

Post-holder's staff: Headcount: c40 over 3 service areas

The Head of Strategic Planning, Performance and Technology has delegated responsibility for the service budget of £2.9 million

Direct influence over planning for the HSCP (a budget in the region of £335 million). The Post holder is an authorised signatory within this budget.

The post holder will put in place structures, systems and intelligence to deliver performance, Improvement, service development and robust planning systems and solutions across the HSCP and in partnership with other stakeholders.

Influencing a range of decisions across the partnership through planning and performance development activity.

Influencing national, regional and partnership policy direction on the planning and performance development agenda through membership of various national groups as the partnership's representative.

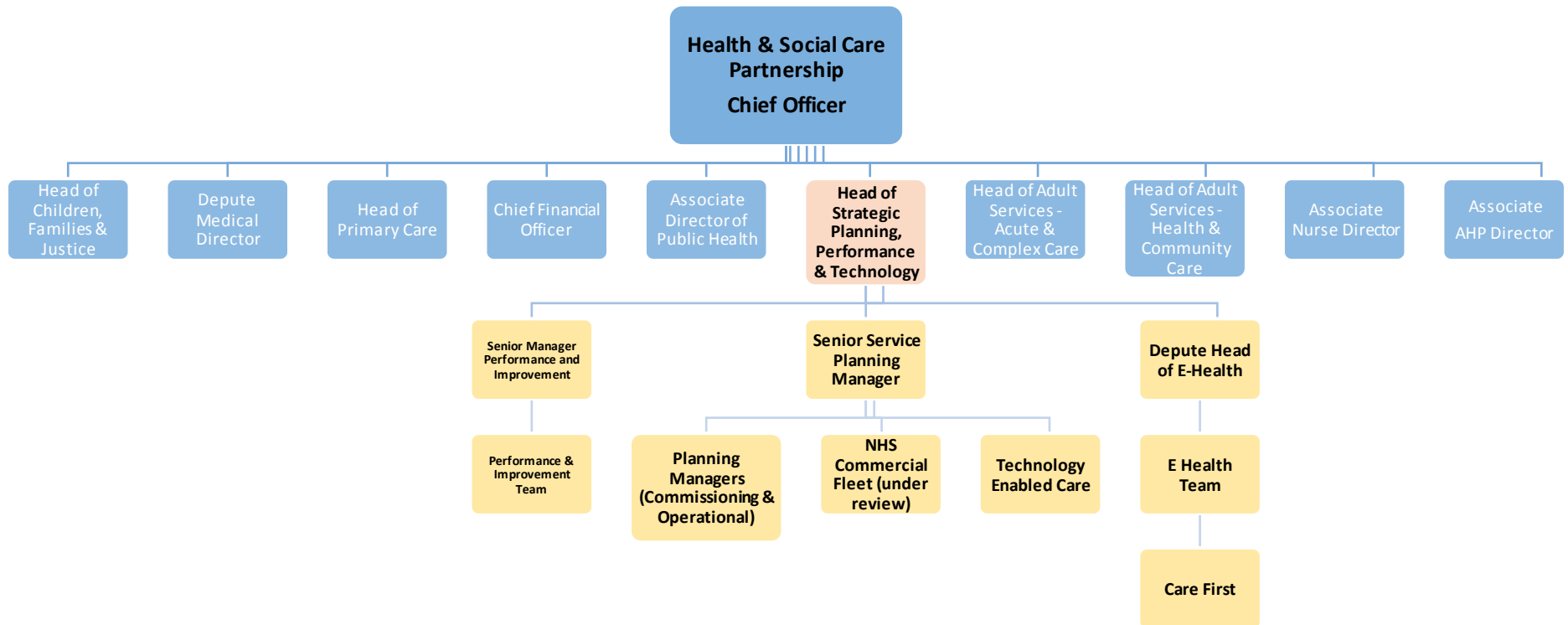
4. ROLE OF DEPARTMENT

The purpose of the Health and Social Care Partnership is to improve the quality and consistency of health and social care services and ensure the provision of equitable, quality and person-centred care which is planned for and delivered seamlessly from the perspective of the patient, service user or carer.

Its performance will be measured against national health and wellbeing indicators with the overarching purpose of improving the health and wellbeing of its population and addressing inequalities. A requirement placed on the HSCP is that a strategic plan and supporting workforce plan is prepared and reviewed regularly.

The following sections detail the scope of this role and how it delivers the HSCP objectives and accountabilities across the services for which it is responsible.

5. ORGANISATIONAL POSITION



6. MAIN TASKS, DUTIES AND RESPONSIBILITIES

The post holder will:

Strategic Planning

- Implement an Outcomes Approach to develop effective Strategic (Commissioning) Plans following national guidance and in collaboration with Chief Officer and Heads of Service for the HSCP ensuring compliance with local and national requirements and timescales to improve service delivery and outcomes for the partnership population.
- Devise, develop and implement new locality planning arrangements in accordance with the requirements placed on HCSP working with a wide range of stakeholders, and ensure this is linked with the Partnership's Strategic Plan.
- Ensure that there is effective coherence and liaison on all aspects of planning and performance with other statutory partner's, out with the partnerships, to ensure best value and effective use of resources in delivering the priority outcomes of the partnership. This will include equity of access to services across Argyll and Bute.
- Ensure efforts within the Partnership are co-ordinated to improve health, reduce inequalities, improve health and social care services, and increase social inclusion based on the user's journey, by analysis of planning within and across the services and pathways and influencing the content of structures.

Functional Leadership

- Lead on and project manage programme and other initiatives such as the integrated care fund, technology enabled care, delayed discharge and unscheduled care funding. Ensuring these areas of improvement work and funding are combined to ensure the maximisation of transformational changes at locality level, while ensuring that a strategic approach is taken to targeting and prioritising the changes we want to see implemented across A&B.
- Identify priority areas for action by undertaking health intelligence and horizon scanning. Analysing local and national data in the context of the legislative agenda and drive local policy development to address these in the short, medium and long-term in a way which draws on a sound theoretical base, personal experience and knowledge of planning and performance management tools.

Service Redesign

- Lead delivery of transformation programmes and assist with the implementation of Service redesign projects in conjunction with Chief Officer and Heads of Service for the HSCP. Providing advice based on the utilisation of the most appropriate planning and performance tools which may require adaptation to reflect an integrated approach to service delivery.

Patient/Service User Focus and Collaborative Working

- Ensuring user and patient involvement and engagement to ensure the focus is on person centred care and choice (Self-Directed Support) incorporating user feedback, patient opinion, complaints etc in enhancing performance and supporting continuous improvement.
- Make user/carer involvement in developing and improving services and making difficult choices about services and normal ways of working.
- Work with third sector organisations and independent sector, as part of local communities and involved in service planning in localities so solutions are understood and owned in communities.

Regional and National Working

- Works with Regional and National planning Groups, other Health Boards and Councils, Scottish Government Health Department to plan sustainable and accessible services for the communities of Argyll and Bute including access to Specialist centres out with Argyll and Bute when required.
- Works with national and international organisations where appropriate to identify alternative methods of service provision which may be transferable to rural areas.

Lead Support and Develop Staff

- Develop, lead and manage a cohesive and integrated Planning, Performance and Technology function team with the skills, experience and expertise necessary to develop strategic policy, planning and performance activities and deliver corporate functions across partnership. In doing this, seek to combine the skills and expertise of the team, to create efficient and cost effective functions.
- Where appropriate deputise for HSCP Chief Officer within departmental and corporate governance structures.

Resource/Performance Management

- Lead and fully participate in continuous quality improvement of the HSCP to drive out waste, reduce variation and ensure value for money enhancing the quality-of-service provision
- Establish and operate a comprehensive and coherent performance management system utilising data, which facilitates real performance improvement across the Partnership, supports the achievement of outcomes, delivers excellence in governance and delivery at operational/locality level.
- Regularly required to respond to requests for information from staff, senior managers, public, press, politicians, where complex information may be required and reported in a manner that those not familiar with it can understand.
- Regularly extracts and analysed performance data using a wide range of software systems and creates reports to represent information to different audiences. Often required at short notice to extremely tight timescale.
- Regular monitoring and reporting of performance against government targets, e.g., waiting times, 18 Week RTT, A&E waiting times.
- Provide assurance to the Partnership through relevant governance processes on the delivery of strategic planning and performance targets with a key focus on national and other agreed outcomes.
- Manage the department's budgets effectively in accordance with the Partnership's Financial Regulations to ensure the most cost-effective delivery of service.
- Adhere to all policies and procedures applicable to the Partnership.
- Maintain an up-to-date knowledge of best practice within the field of planning, commission and procurement to ensure compliance with all relevant legislation.

7a. EQUIPMENT AND MACHINERY

- Manage all resources effectively including buildings, equipment and other assets.
- The post holder is required to utilise i.e., PC, Laptop, and Projector. Demonstrate standard keyboard skills.
- The post holder will be required to use a car to drive to and from locations in the HSCP.

8b. SYSTEMS

- Lead on the development and operation of the HSCP performance management system.
- Lead on the development of audits and redesign projects to improve the quality and effectiveness of services provided by the HSCP.
- Use of specialist databases and other software to deliver the performance management/ strategic planning function, including, Scottish Social Work information system and national health and social care systems.
- Use of CareFirst and other internal IT packages.
- Use of Internet and Microsoft office suite.
- Lead the development, implementation and management of all manual and electronic information and administrative systems, including electronic systems used to support the work of the service.

9. ASSIGNMENT AND REVIEW OF WORK

- The work of the post holder will be self-generated, with high levels of autonomy to deliver performance management policy / planning activity to address national priorities and local issues.
- Reporting to Chief Officer, HSCP, the post has an extensive level of autonomy to deliver the Planning, Performance and e health services in line with HSCP requirements. This includes assisting with the Implementation of the HSCP plan for all areas of service delivery.
- Review of performance is undertaken through the HSCP Performance Management systems that includes individual performance review and achievement against organisational objectives.

10. DECISIONS AND JUDGEMENTS

The formation of HSCP brings together the management of health and social care professionals under a single management structure, defined under statute; there is no precedent for this.

Judgements and decisions around the delivery of the strategic planning and performance management function would include:

- Assessing best-fit theoretical framework for delivery across the system / assessing options for care delivery across the system.
- Appraising a variety of options around actions for service improvement.
- Assessing different implications of the above, not only within the partnership but also on the Council, Community Planning Partnership and the Health Board.
- Advising on which key indicators require concentrated activity and investigation.
- Taking into account a range of different, often conflicting, information, complex data and policy documents, whilst ensuring the most appropriate recommendations are made.
- Selecting appropriate tools and techniques to deliver the right strategic vision.
- Demonstrating effective problem-solving skills and an ability to deliver creative solutions to diverse and complex problems of a multi-disciplinary/multi-functional nature.

- Making decisions, within the corporate governance framework, where there is no precedent and there are conflicting professional opinions.

11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Delivering strategic plans for the HSCP covering the breadth of services within the partnership and ensuring key national and local priorities are reflected for children, young people, adults and those involved in the community justice system.

Working with the strategic planning group to establish meaningful communication and engagement with local communities, people who use services, Primary Care contractors including GP Practices aimed towards them having influence on decision making and service redesign and improvement.

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.

Working within a demographic context of an ageing and reducing population in Argyll and Bute

Integrating strategic planning and performance effort across the partnership and managing the interface with and developing collaborative working with other HSCPs and the health boards, including NHS GG&C and regional service planning.

Developing a cohesive and integrated management team capable of delivering in a challenging and dynamic environment.

Operating within a tight/reducing fiscal operating environment to delivery high quality and equitable services within.

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

Managing the expectations of Members of the HSCP Committee, local councillors and other elected representatives, as well as senior officers of host organisations in the context of planning and performance.

Developing locality planning including identification of appropriate data and data sources to locality level including marketing, communication and third sector involvement with user and carer involvement, feedback and engagement at its heart.

Ensuring the social and economic impact of Health and Care Services are considered within the wider Community planning context supporting the goals of the Single Outcome Agreement (SOA).

12. COMMUNICATIONS AND RELATIONSHIPS

- There is a requirement to consult and communicate with a wide range of stakeholders.
- The post holder must use their interpersonal and communication skills, written and verbal, to ensure effective communication with all internal and external stakeholders including members of the public and elected representatives. This requires the ability to display tact, sensitivity and political astuteness. The post holder will be expected to influence change through other people, and to negotiate on complex issues.
- Out with the organisation the post holder is expected to maintain a professional relationship with NHS and council staff from other areas and personnel from central and local government.

- The post holder is expected to liaise with academic and other professional colleagues to maintain knowledge of current developments in strategic planning and performance management and enable peer review.
- 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.
- Skills required to face hostile groups at meetings with public and/or staff, e.g., re closure of hospitals or beds, changes to service provision, often appearing or interpreted as a reduction in service alongside or in the absence of the Chief Officer. Needs highest level of communication to help public to understand the complexities of the situation and the reasons for change and to accept this. This can include emotionally charged and challenging members of the public and staff resistant to the changes proposed, and persistent in their challenge.
- Sustain key relationships with Members of the HSCP Committee, local councillors and other elected representatives, as well as senior officers of host organisations to progress the work of the HSCP.
- Ensure effective communications at all levels throughout the HSCP, particularly with key managers, clinicians and staff; trade unions and staff representatives, the local community, and other stakeholders within the HSCP who may be resistant to the message.
- Develop relationships with a range of external regulatory and inspection bodies including; Care Inspectorate, HIS, SSSC and HPC.
- Drive team working in order to achieve the HSCP agenda.
- Deploy a combination of technical and collaborative skills appropriate to the task in hand.

13. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical Demands:

- Light to moderate: includes moving light equipment, e.g., briefcases/lap-tops, projectors for presentations; using keyboards regularly/frequently for data analysis, spreadsheets, word processing etc and email.
- Extensive driving in rural areas and out with the HSCP catchment area.

Mental Demands:

- Intense concentration/in-depth mental attention frequently required, e.g., undertaking complex analyses and performing complex calculations; analysing problems and proposing solutions, leading

meetings, influencing partnership and partner agency staff and managers at all levels of seniority, public speaking, often working under pressure and balancing multiple demands in complex/changing environments. Work pattern largely predictable but competing demands for attention each day.

- Negotiating skills are necessary, as is the need for accuracy in relation to all aspects of the post.

Emotional Demands:

- Involves from time to time dealing with conflict situations e.g., in emotionally charged meetings where staff and/or public have strong views and may feel job or community threatened or put at risk by the change.
- Faces emotionally challenging situations managing service and individual staff performance and staff conduct, occasionally required to assert emotional effort dealing with a variety of staff issues.
- Frequent requirement to be emotionally assertive when considering service change with Professionals, the public and their representatives.

Environmental Demands:

- Standard office conditions with ongoing use of VDUs.

14. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

Qualifications and/or experience

The post-holder will require interpersonal, management and technical skills combined with a supportive and visible leadership style. They must have the necessary professional and personal attributes 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. 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 well developed specialist knowledge underpinned by theory and experience. A Degree is essential with a Masters degree or equivalent desirable.

Registered health care professional, or social worker or with relevant management qualification.

The postholder will require:

- Knowledge and understanding of a broad range of management functions including operational management, eHealth, performance management and financial management. Specific knowledge in performance management, project management or eHealth would be advantageous.
- Extensive experience in health service and/or local authority environment.
- Management qualification.
- Substantive experience of working at a strategic level
- Proven success in developing and leading multi-disciplinary teams to excel in complex organisations.
- Successful proven track record in developing structures and systems to support the attainment of organisational goals.
- Extensive experience within a complex, multi-agency / disciplinary planning environment, with practical experience of applying strategic planning tools.

- Track record in collaborative working that produces results within dynamic, political environments.
- Leadership and influencing skills
- Membership of relevant professional body.

Knowledge

- Demonstrate an ability to maintain knowledge of a range of strategic planning and performance theory, techniques, analysis and evidence relevant to: health and healthcare policy (including integrated health and social care partnerships); healthcare interventions; and health inequalities.
- Robust knowledge of IT and systems and how it can be used innovatively in health and social care to improve services to the community.
- Knowledge and practical application of quality improvement methodologies.
- Extensive knowledge of finance and costs of services, and need to challenge current ways of working in order to release efficiencies while maintaining and improving quality of services.
- Knowledge of contracting and service level agreements and strong negotiation skills along with ability to support negotiation with in-depth analysis and challenge where appropriate.
- Knowledge of operational management in order to be able to work engage with staff and to challenge current thinking and see how services could be transformed.
- Knowledge of how to develop staff skills and knowledge and manage professional development through annual reviews and personal development plans particularly through re-design processes.
- Knowledge of Corporate/Support services and Communications (Public involvement and PR) functions of the HSCP and how best to use these to support service change and improvement and engage staff and community.
- In-depth understanding of the NHS and/or local authority policy and service agenda within an ethos of self-directed support and co-production in respect of children, older people, adults, rehabilitation and chronic disease management.

Attributes

- Ability to horizon-scan to identify implications for the organisation.
- Demonstrable and facilitative leadership skills.
- Excellent communication and inter-personal skills, including sensitivity, tact and political astuteness.
- Self-starter with the ability to work on own initiative
- Values driven.
- Team player.
- Must have full current driving licence.

15. POLITICALLY RESTRICTED POSTS

This post is politically restricted in accordance with the Local Government and Housing Act 1989. Accordingly, in accepting this appointment, you will be disqualified from becoming or remaining a member of a local authority, the Scottish Parliament, the European Parliament or from undertaking certain political activities as defined in regulations introduced from time to time by the Secretary of State for Scotland. A copy of the Council's Policy on Politically Restricted Posts will be made available to the post holder.

16. JOB DESCRIPTION AGREEMENT	
A separate job description will need to be signed off by each jobholder to whom the job description applies.	
Job Holder's Signature:	Date:
Head of Department Signature:	Date:

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JOB DESCRIPTION & PERSON SPECIFICATION (JDPS)

Job Title:	Head of Strategic Planning, Performance and Technology	Job Evaluation Reference Number:	
Service:	Argyll and Bute Health and Social Care Partnership	Grade:	CO29
Department/Section:	Strategic Planning, Performance and Technology	Location:	
Line Manager (post):	Chief Officer Health and Social Care Partnership		
Date JDPS was created / last reviewed / amended:	February 2023	Version of JDPS:	v.1

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 services to the Council and its communities that reflects the vision, values and strategic objectives of the HSCP.

The post holder will be required to:

Provide vision, leadership and have operational responsibility for the delivery and strategic development of the services within their remit. Sustaining and improving delivery of high quality, effective and person centred health and social care services.

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.

Sustain and improve delivery of high quality, effective and person centred health and social care services

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

The Head of Strategic Planning, Performance and Technology role is to:

- Lead manage and develop the Planning, Performance and eHealth functions of the HSCP ensuring efficient and effective services for clinicians, governance and operational delivery.
- Leads the production and review of the Partnership's Strategic Plan, supporting both strategic and service planning,
- Lead the development of Joint Strategic Commissioning, NHS Contracting and SLA development.
- Lead all aspects of planning, developing and delivery of a comprehensive performance management system for the Health and Social Care Partnership.
- Lead ICT, Digital, Technology, data and e-health. Responsible for aspects of Capital planning relating to digital strategy and delivery
- Ensuring the provision of an efficient and effective eHealth services for clinicians, governance and operational delivery.
- To lead the development and delivery of major health service transformation programmes, including service, infrastructure and organisational reconfiguration, lead the transformation committee and working to manage the complex stakeholder relationships necessary to securing successful outcomes.

- Work collaboratively with the Partnership Senior Management Team to achieve the objectives of the HSCP, ensuring that services are planned and delivered seamlessly from the perspective of the patient, service user or carer and that systems for managing services actively support such seamlessness.
- Required to deputise for Chief Officer when necessary
- Responsible for ensuring effective liaison and working relationships with other planning and performance functions within the Health Board, Council, Community Planning Partnership and other partnerships.
- Contribute to relevant wider NHS, Council and Community Planning Partnership Strategy.
- Leads the Improvement and Service Quality functions of the HSCP, developing and putting in place continuous improvement systems, processes establishing a culture of quality, best value and person centre focus in the organisation.
- Responsible for performance measurement, monitoring and improved demographics. including research and user engagement, involvement and feedback and reporting focusing on Health and Well-being outcomes and National and local targets.
- Provision of Service intelligence and analysis functions to inform operational and performance management, Joint Strategic needs assessment and service review and transformation.
- Lead and develop performance systems including CareFirst and Scottish Government returns.
- Returns to Scottish Government for all aspects of adult care, children & families, and criminal justice

Scope / Dimensions:

Line management / staffing responsibility for all staff (c40) within Planning, performance and Technology services with the service managers as direct reports. (see appendix 1)

Budgetary responsibility: The Head of Strategic Planning, Performance and Technology has delegated responsibility for the service budget of £2.9 million

As a member of the SLT the post holder has direct influence over planning for the HSCP (a budget in the region of £335 million) and is an authorised signatory within this budget

The post holder will put in place structures, systems and intelligence to deliver performance, Improvement, service development and robust planning systems and solutions across the HSCP and in partnership with other stakeholders.

Influencing a range of decisions across the partnership through planning and performance development activity.

Influencing national and regional and partnership policy direction on the planning and performance development agenda through membership of various national groups as the partnership's representative.

Job Description:

1.	<p>Strategic Planning:</p> <p>Support the Chief Officer to develop the HSCP's vision, values and strategic objectives by working in partnership with elected Members, customers and colleagues (internal and external where appropriate) to develop services that place customer needs at the centre of all decision making.</p> <p>In particular:</p> <ol style="list-style-type: none"> 1. Provide effective management and team leadership in developing and planning the delivery of the services provided, 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. <p>Lead the delivery and provision of services Councils</p>
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Within this Service, the following specific responsibilities are included:

- Implement an Outcomes Approach to develop effective Strategic (Commissioning) Plans following national guidance and in collaboration with Chief Officer and Heads of Service for the HSCP ensuring compliance with local and national requirements and timescales to improve service delivery and outcomes for the partnership population.
- Devise, develop and implement new locality planning arrangements in accordance with the requirements placed on HCSP working with a wide range of stakeholders, and ensure this is linked with the Partnership's Strategic Plan.
- Ensure that there is effective coherence and liaison on all aspects of planning and performance with other statutory partner's out with the partnerships to ensure best value and effective use of resources in delivering the priority outcomes of the partnership. This will include equity of access to services across Argyll and Bute.
- Ensure efforts within the Partnership are co-ordinated to improve health, reduce inequalities, improve health and social care services, and increase social inclusion based on the user's journey, by analysis of planning within and across the services and pathways and influencing the content of structures.

In addition:

2. Promote change and innovation in accordance with the HSCP's 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. Advising Chief Officer of actions to be taken to take account of any new legislation.
6. 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.
7. Contingency Planning in relation to the services of responsibility.
8. Lead and manage the planning and delivery of high quality safe, effective and person centred health and social care services.
9. Liaise with other departments/services of the Council regarding the development of service provision and modifications to service level agreements.

2. Service delivery / implementation:

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.

In addition, introduce continuous improvement in the performance of the service, responding positively to statutory, and other external and internal requirements.

In particular:

Functional Leadership

- Lead on and project manage programme and other initiatives such as the integrated care fund, technology enabled care, delayed discharge and unscheduled care funding. Ensuring these areas of improvement work and funding are combined to ensure the maximisation of transformational changes at locality level, while ensuring that a strategic approach is taken to targeting and prioritising the changes we want to see

	<p>implemented across A&B.</p> <ul style="list-style-type: none"> Identify priority areas for action by undertaking health intelligence and horizon scanning, analysis of local and national data in the context of the legislative agenda and drive local policy development to address these in the short, medium and long-term in a way which draws on a sound theoretical base, personal experience and knowledge of planning and performance management tools. <p>Service Redesign</p> <ul style="list-style-type: none"> Lead delivery of transformation programmes and assist with the implementation of Service redesign projects in conjunction with Director and Heads of Service for the HSCP by providing advice based on the utilisation of the most appropriate planning and performance tools which may require adaptation to reflect an integrated approach to service delivery. <p>In addition, represent the Authority 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 Regulations) are adhered to.</p>
<p>3.</p>	<p>Budget management:</p> <p>Have overall responsibility for the budgets within the remit of this post, taking account as appropriate of the Council's scheme of decentralisation.</p> <p>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.</p>
<p>4.</p>	<p>Staff Management:</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 framework. 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, participating 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>Lead Support and Develop Staff</p> <ul style="list-style-type: none"> 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. Lead and support the completion of Personal Development Plans and Performance and Career conversations for all staff within the Service. Lead and chair grievance, disciplinary and other employment procedures across Argyll & Bute HSCP, including instigating reviews and investigating particular incidents in accordance with appropriate policies and procedures. 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

	<ul style="list-style-type: none"> • 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
5.	<p>Performance Management / Reporting:</p> <p>Develop, implement and maintain appropriate performance management reporting systems as a means of managing, reporting 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"> 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. b) Ensure that appropriate quality, performance and bench marking criteria are utilised or developed, and applied, in respect to Best Value and Continuous Improvement. c) Publish, monitor and set plans to achieve key performance targets. d) Provide assurance to the Partnership through relevant governance processes on the delivery of strategic planning and performance targets with a key focus on national and other agreed outcomes. e) Regular monitoring and reporting of performance against government targets f) Often required to do above at short notice to extremely tight timescale.
6.	<p>Health & Safety:</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"> 1. All key elements of effective health and safety management are in place (e.g. risk assessments). 2. Employees and/or outside bodies under his/her control comply with the organisational or their own health and safety at work procedures 3. Safe systems of work are used at all times.
7.	<p>Other duties & responsibilities:</p> <p>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 the Chief Officer when required.</p>
8.	<p>Assignment and Review of work</p> <p>The work of the post holder will be self-generated, with high levels of autonomy to deliver performance management policy / planning activity to address national priorities and local issues.</p> <p>Reporting to Chief Officer, HSCP, the post has an extensive level of autonomy to deliver the Planning and Performance and Corporate service in line with HSCP requirements. This includes assisting with the Implementation of the HSCP plan for all areas of service delivery.</p> <p>Review of performance is undertaken through the HSCP Performance Management systems that includes individual performance review and achievement against organisational objectives.</p>
9.	<p>Decisions and Judgements</p> <p>The formation of HSCP brings together the management of health and social care professionals under a single</p>

management structure, defined under statute; there is no precedent for this.

Judgements and decisions around the delivery of the strategic planning and performance management function would include:

- Assessing best-fit theoretical framework for delivery across the system / assessing options for care delivery across the system.
- Appraising a variety of options around actions for service improvement.
- Assessing different implications of the above, not only within the partnership but also on the Council, CPP and the Health Board.
- Advising on which key indicators require concentrated activity and investigation.
- Taking into account a range of different, often conflicting, information, complex data and policy documents, whilst ensuring the most appropriate recommendations are made.
- Selecting appropriate tools and techniques to deliver the right strategic vision.
- Demonstrating effective problem-solving skills and an ability to deliver creative solutions to diverse and complex problems of a multi-disciplinary/multi-functional nature.
- Making decisions, within the corporate governance framework, where there is no precedent and there are conflicting professional opinions.

10. Most Challenging /Difficult parts of the job

- Delivering strategic plans for the HSCP covering the breadth of services within the partnership and ensuring key national and local priorities are reflected for children, young people, adults and those involved in the community justice system.
- Working with the strategic planning group to establish meaningful communication and engagement with local communities, people who use services, Primary Care contractors including GP Practices aimed towards them having influence on decision making and service redesign and improvement.
- 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.
- Working within a demographic context of an ageing and reducing population in Argyll and Bute
- Integrating strategic planning and performance effort across the partnership and managing the interface with and developing collaborative working with other HSCPs and the health boards, including NHS GG&C and regional service planning.
- Developing a cohesive and integrated strategic planning, performance and corporate services management team capable of delivering in a challenging and dynamic environment.
- Operating within a tight/reducing fiscal operating environment to delivery high quality and equitable services within.
- Planning and facilitating the true shift in the balance of care from acute to community enabling a planned transition and transfer of resources.
- Ensuring workforce planning and development aligns with service need, financial planning and work force development
- Managing the expectations of Members of the HSCP Committee, local councillors and other elected representatives, as well as senior officers of host organisations in the context of planning and performance.
- Developing locality planning including identification of appropriate data and data sources to locality level including marketing, communication and third sector involvement with user and carer involvement, feedback and engagement at its heart.
- Ensuring the social and economic impact of Health and Care Services are considered within the wider Community planning context supporting the goals of the Single Outcome Agreement (SOA).

11. 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.

Patient/Service User Focus and Collaborative Working

- Ensuring user and patients involvement and engagement to ensure the focus is on person centred care and choice (Self-Directed Support) incorporating user feedback, patient opinion, complaints etc in enhancing performance and supporting continuous improvement.
- Make user/carer involvement in developing and improving services and making difficult choices about services a normal way of working.
- Work with third sector organisations and independent sector, as part of local communities and involved in service planning in localities so solutions are understood and owned in communities.

Regional and National Working

- Works with Regional and National planning Groups, other Health Boards and Councils, Scottish Government Health Department to plan sustainable and accessible services for the communities of Argyll and Bute including access to Specialist centres out with Argyll and Bute when required.
- Works with national and international organisations where appropriate to identify alternative methods of service provision which may be transferable to rural areas.

Communication and Relationships

- There is a requirement to consult and communicate with a wide range of stakeholders.
- The post holder must use their interpersonal and communication skills, written and verbal, to ensure effective communication with all internal and external stakeholders including members of the public and elected representatives. This requires the ability to display tact, sensitivity and political astuteness. The post holder will be expected to influence change through other people, and to negotiate on complex issues.
- Out with the organisation the post holder is expected to maintain a professional relationship with NHS and council staff from other areas and personnel from central and local government.
- The post holder is expected to liaise with academic and other professional colleagues to maintain knowledge of current developments in strategic planning and performance management and enable peer review.
- 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.

- Skills required to face hostile groups at meetings with public and/or staff, e.g., re closure of hospitals or beds, changes to service provision, often appearing or interpreted as a reduction in service alongside or in the absence of the Chief Officer. Needs highest level of communication to help public to understand the complexities of the situation and the reasons for change and to accept this. This can include emotionally charged and challenging members of the public and staff resistant to the changes proposed, and persistent in their challenge.
- Relationships with the following key groups will required the post holder to demonstrate significant tact, diplomacy influencing and negotiating skills and assessment and identification of the most appropriate approach to deliver key messages to:
 - Sustain key relationships with Members of the HSCP Committee, local councillors and other elected representatives, as well as senior officers of host organisations to progress the work of the HSCP.
 - Ensure effective communications at all levels throughout the HSCP, particularly with key managers, clinicians and staff; trade unions and staff representatives, the local community, and other stakeholders within the HSCP who may be resistant to the message.
 - Maintain and build external relationships with the other HSCP senior teams, independent contractors within primary care, managers and clinical staff of Children's services, Mental Health Services and the Acute Services and local authority colleagues to inform the Policy and planning and corporate services function.
 - Create and sustain links with universities and colleges, and representative organisations of public, patients, carers and the media, from time to time.
 - Develop relationships with a range of external regulatory and inspection bodies including; Care Inspectorate, HIS, SSSC and HPC.
 - Drive team working in order to achieve the HSCP agenda.
 - Deploy a combination of technical and collaborative skills appropriate to the task in hand.

CRITERIA: E = Essential D = Desirable	
Person Specification:	
Education and / or professional qualifications (Including membership of professional bodies)	
E.1	Degree or equivalent, in a related subject.
E.2	Membership of professional body.
E.3	Evidence of Continuous Professional Development
E.4	Registered health care professional, or social worker or with relevant management qualification.
D.1	Masters Degree or equivalent
Experience	
E.1	Proven record of achievement in a multi-functional organisation.
E.2	Well developed experience of working at a Strategic level
E.3	Commissioning and tendering large projects and services.
E.4	Knowledge and understanding of a broad range of management functions including operational management, e-health, performance and financial management
E.5	Experience in interpreting and managing complex financial and budgetary information.
E.6	Experience of formulating policy on complex issues.
E.7	Comprehensive experience of managing at a senior level.
E.8	Proven success in developing and leading multi-disciplinary teams to excel in complex organisations
E.9	Excellent presentation and communication skills
D.1	Experience of working in a political environment with elected members
D.2	Thorough understanding of the workings of Local Government and /or NHS
D.3	Success in more than one service area.
D.4	Proven track record of leading change management.
Specific job-related knowledge	
E.1	Demonstrate an ability to maintain knowledge of a range of strategic planning and performance theory, techniques, analysis and evidence relevant to: health and healthcare policy (including integrated health and social care partnerships); healthcare interventions; and health inequalities.
E.2	Robust knowledge of IT and systems and how it can be used innovatively in health and social care to improve services to the community.

E.3	Knowledge and practical application of quality improvement methodologies.
E.4	Extensive knowledge of finance and costs of services, and need to challenge current ways of working in order to release efficiencies while maintaining and improving quality of services.
E.5	Knowledge of contracting and service level agreements and strong negotiation skills along with ability to support negotiation with in-depth analysis and challenge where appropriate.
E.6	Knowledge of operational management in order to be able to work engage with staff and to challenge current thinking and see how services could be transformed.
E.7	Knowledge of how to develop staff skills and knowledge and manage professional development through annual reviews and personal development plans particularly through re-design processes.
E.8	Knowledge of Corporate/Support services and Communications (Public involvement and PR) functions of the HSCP and how best to use these to support service change and improvement and engage staff and community.
E.9	In-depth understanding of the NHS and/or local authority policy and service agenda within an ethos of self-directed support and co-production in respect of children, older people, adults, rehabilitation and chronic disease management.
E.10	Specific knowledge of legislation affecting Local Government.
D.1	Specific knowledge in performance management, project management or eHealth would be advantageous.

Any additional job-related requirements

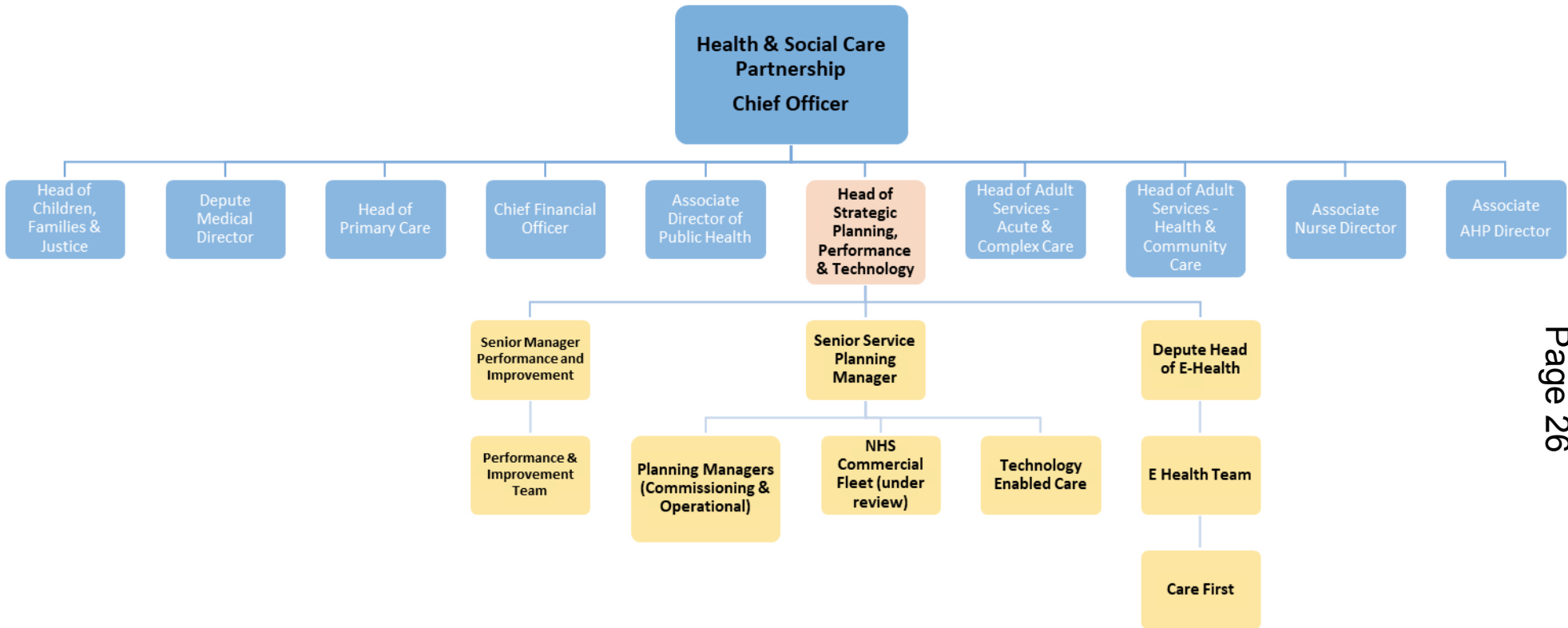
E.1	The jobholder will be expected to travel efficiently and effectively between various work locations within Argyll and Bute and beyond to meet the operational requirements of the Service. This will required a drivers License
E.2	The jobholder may be required to work outside normal working hours.
E.3	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
	<p>Physical Demands:</p> <ul style="list-style-type: none"> • Light to moderate: includes moving light equipment, e.g., briefcases/lap-tops, projectors for presentations; using keyboards regularly/frequently for data analysis, spreadsheets, word processing etc and email. • Extensive driving in rural areas and out with the HSCP catchment area. <p>Mental Demands:</p> <ul style="list-style-type: none"> • Intense concentration/in-depth mental attention frequently required, e.g., undertaking complex analyses and performing complex calculations; analysing problems and proposing solutions, leading meetings, influencing partnership and partner agency staff and managers at all levels of seniority, public speaking, often working under pressure and balancing multiple demands in complex/changing environments. Work pattern largely predictable but competing demands for attention each day. • Negotiating skills are necessary, as is the need for accuracy in relation to all aspects of the post. <p>Emotional Demands:</p> <ul style="list-style-type: none"> • Involves from time to time dealing with conflict situations e.g., in emotionally charged meetings where staff and/or public have strong views and may feel job or community threatened or put at risk by the change. • Faces emotionally challenging situations managing service and individual staff performance and staff conduct

	<ul style="list-style-type: none"> • Occasionally required to assert emotional effort dealing with a variety of staff issues. • Frequent requirement to be emotionally assertive when considering service change with Professionals, the public and their representatives. <p>Environmental Demands:</p> <p>Standard office conditions with ongoing use of VDUs.</p>
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Competencies (*The skills, knowledge & behaviours required to perform this job effectively*)

E.1	<p><i>Level 4</i></p> <p><i>Personal Qualities (Competencies) that are essential at recruitment stage:</i></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.
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Appendix 1 – Organisational Chart



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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