

Integration Joint Board

Agenda item:

Date of Meeting: 25th March 2020

Title of Report: Changes to IJB Senior Officer Recruitment

Presented by: Jane Fowler, Head of Customer Support Services

The IJB is asked to:

- It is recommended that the selection panel size is amended as follows:
 - Chief Officer - Panel of 8: 6 IJB Members (3 Council and 3 NHS to include Chair/Vice Chair, Council Leader and NHS Board Chair or nominated substitutes) plus the Chief Executives of each parent organisation as voting members. Nominated substitutes for the Council will be politically balanced.
 - Heads of Service – Panel of 5: 4 IJB Members (2 Council and 2 NHS - Chair and Vice Chair, Council Leader and NHS Board Chair or their nominated substitutes) plus the Chief Officer as a voting member.
- Head of service assessment centres will be conducted online rather than onsite
- Recruitment training is introduced to IJB induction, which will ensure that there is a cohort of up to 50% of any Appointment Panel's members are trained
- Note that the appointment of Councillors to a recruitment panel requires a Council decision

1. EXECUTIVE SUMMARY

This paper proposes improvements to the recruitment process for Chief Officer and integrated Heads of Service posts as a result of learning and feedback on the process.

2. INTRODUCTION

The purpose of this report is to recommend to the IJB proposed changes to the protocol for appointing the Chief Officer and integrated Heads of Service. These senior, integrated posts can be held by either Council or NHS employees.

3. DETAIL OF REPORT

- 3.1 The IJB has responsibilities for recruitment as set out by Scottish Government in its guidance on roles and responsibilities under the Public Bodies (Joint Working) (Scotland) Act 2014. This includes the appointment of a Chief Officer and of a Section 95 Officer. The IJB also appoints to integrated Head of Service roles.
- 3.2 The Chief Social Work Officer designation remains a responsibility of the Local Authority and medical roles continue to be appointed by the NHS.
- 3.3 The current approach to appointing Chief Officer/Heads of Service has been in place since integration. The IJB agreed to adopt the Council's approach to Chief Officer/Head of Service recruitment, utilising online psychometric assessments, an on-site assessment centre delivered by an external body (SOLACE) and a panel interview. The interview panel is currently made up of representatives from the parent and employing bodies: 4 Councillors, 4 NHS Board members and, in the case of the Chief Officer Appointment, the Chief Executives from both parent bodies. HR advise the panel.
- 3.2 The assessment process includes a scored stakeholder panel interview. The panel is made up of employee/staff side, unpaid carers, service users and third sector representatives of the IJB.
- 3.3 The Council recently reviewed its Chief Officer recruitment protocol following feedback and decided to reduce the number of members on the Head of Service and Executive Director panels (Chief Officer equivalent), and to include line managers (Director - Chief Officer equivalent/Chief Executive) as voting members, which had not previously been the case.
- 3.4 Currently the recruitment process for both Chief Officer and Integrated Heads of Service includes a panel of 4 elected members and 4 NHS board members. The IJB Chair normally chairs the panel.

It is recommended that the selection panel size is amended as follows:

- Chief Officer - Panel of 8: 6 IJB Members (3 Council and 3 NHS to include Chair/Vice Chair, Council Leader and NHS Board Chair or nominated substitutes) plus the Chief Executives of each parent organisation as voting members. Nominated substitutes for the Council will be politically balanced.
- Heads of Service – Panel of 5: 4 IJB Members (2 Council and 2 NHS - Chair and Vice Chair, Council Leader and NHS Board Chair or their nominated substitutes) plus the Chief Officer as a voting member.

Councillor nominations to the Appointments Panels will continue to be determined by full Council.

- 3.5.1 The Assessment Centre process is an important factor in assessing the competence and suitability of the candidates who are shortlisted for interview. This currently requires candidates to be on site for a full day immediately prior to the panel interview.
- 3.5.2 Technological advances have allowed for more online recruitment and selection processes to take place. During the most recent recruitment process for the Head of Adult Services posts, an online assessment

centre was undertaken. This proved successful and cost-effective. It is therefore recommended that this approach is used for Head of Service recruitment.

- 3.5.3 Candidates will complete an assessment centre online in advance of the Panel interview and the results from the assessment centre will form part of the interview panel discussion. Candidates who clearly do not meet the scoring threshold expected of a Head of Service would be deselected following the assessment centre, and consequently would not progress to the final Panel interview stage. This would effectively introduce a 2 stage leeting process, ensuring that the Appointment Panel only interviews those candidates who meet an appropriate threshold.
- 3.5.4 In order to ensure that Appointment Panel members' skill sets are up-to-date, officers will put in place training with the aim of having up to 50% of an Appointment Panel trained. This training will be included in future IJB induction. This will ensure that Panel members' skills are current in regard to our internal processes and external factors that influence the recruitment environment such as relevant legislation. This training will include a session by SOLACE, delivered remotely, on the interpretation of assessment centre outputs.

4 RELEVANT DATA AND INDICATORS

None

5 CONTRIBUTION TO STRATEGIC PRIORITIES

Effective appointment of Chief Officers to fulfil the strategic management objectives of the Health and Social Care Partnership is essential to the delivery of the IJB's strategic priorities.

6 GOVERNANCE IMPLICATIONS

6.1 Financial Impact

The costs of assessment centres are covered by existing budgets within the recruiting service.

6.5 Staff Governance

Effective and fair recruitment of staff is a core element of ensuring appropriate staff governance

Appointment Panels are formally constituted meetings of the IJB and so are arranged through appropriate governance procedures.

6.6. Clinical Governance

None

7 EQUALITY & DIVERSITY IMPLICATIONS

The recruitment procedures are fully compliant with equalities legislation and have been subject to an EQIA.

8 GENERAL DATA PROTECTION PRINCIPLES COMPLIANCE

All candidate recruitment information is managed in compliance with GDPR.

9 RISK ASSESSMENT

A poor process for appointing Chief Officers will result in increased staff governance risk across the HSCP.

10 PUBLIC & USER INVOLVEMENT & ENGAGEMENT

None

11 CONCLUSIONS

This report recommends that the process for recruiting Chief Officers is improved and simplified.

12 DIRECTIONS

Directions required to Council, NHS Board or both.	Directions to:	tick
	No Directions required	x
	Argyll & Bute Council	
	NHS Highland Health Board	
	Argyll & Bute Council and NHS Highland Health Board	

REPORT AUTHOR AND CONTACT

Author Name: Jane Fowler, Head of Customer Support Services
Email: Jane.Fowler@argyll-bute.gov.uk