



Aberdeen City Health & Social Care Partnership  
*A caring partnership*

To: Members of the IJB.

Town House,  
ABERDEEN, 23 March 2018

## INTEGRATION JOINT BOARD

The undernoted items are circulated in connection with the meeting of the **INTEGRATION JOINT BOARD** to be held in Meeting Room 5, Health Village on **TUESDAY, 27 MARCH 2018 at 11.00 am.**

FRASER BELL  
CHIEF OFFICER - GOVERNANCE

### B U S I N E S S

#### DETERMINATION OF URGENT BUSINESS

- 13 Recruitment and Selection of Chief Officer (Pages 3 - 16)

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## INTEGRATION JOINT BOARD

<b>Report Title</b>	Recruitment and Selection of Chief Officer
<b>Lead Officer</b>	Angela Scott, CE ACC Malcolm Wright, CE NHSG
<b>Report Author (Job Title, Organisation)</b>	Philip Shipman, HR Manager Lesley Strachan, Workforce Change Project Lead
<b>Report Number</b>	HSCP/17/145
<b>Date of Report</b>	16 <sup>th</sup> March 2018
<b>Date of Meeting</b>	27 <sup>th</sup> March 2018

### 1: Purpose of the Report

This paper sets out proposals to recruit a replacement for the outgoing Chief Officer of Aberdeen City Health and Social Care Partnership.

The paper sets out a number of recommendations and seeks decisions in relation to the job description for the Chief Officer, the search and selection process and the constitution of the formal appointment panel.

### 2: Summary of Key Information

#### 2.1. Background

Aberdeen City Health and Social Care Partnership's Chief Officer formally tendered her resignation on 14<sup>th</sup> March 2018. In accordance with the NHS Executive Grade terms and conditions of employment, the formal notice period is 3 months. An exact leaving date is being considered by the Chair and Vice Chair of the IJB in consultation with the Chief Executives of ACC and NHS Grampian.

At the time of writing, a process is underway to recruit an Interim Chief Officer. In accordance with section 10 of the Aberdeen City Health and Social Care Partnership's Integration Scheme, the recruitment of an Interim Chief Officer is made jointly by the Chief Executives of ACC and NHS Grampian in consultation with the Chair of the IJB. By the date of the IJB Meeting of 27<sup>th</sup> March, the Chair will be able to give a verbal update to the IJB on the outcome of that process.



## INTEGRATION JOINT BOARD

However, in accordance with section 10 of Aberdeen City Health and Social Care Partnership's Integration Scheme, it is the IJB who shall appoint the Chief Officer.

This paper provides recommendations to the IJB on the recruitment and appointment of a replacement Chief Officer.

### **2.2. Job Description**

The job description for the Chief Officer has not been reviewed since the appointment of the current post holder. The appointment was made when the IJB was operating in Shadow format. The job description has therefore been reviewed in consultation with a range of stakeholders including the Chair and Vice Chair of the IJB, the Chief Executives of ACC and NHS Grampian, and the Partnership's Senior Leadership Team.

A number of changes have been made which, in summary, include updating terminology to reflect that the IJB is now live and including references to developing digital services.

An updated Job Description accompanies this report.

The changes made will not affect the current grading nor salary of the post, namely ACC Chief Officer Scale Point 44 (£99,650) /NHS Exec Grade F (£87, 840 to £119,718).

### **2.3. Search**

The role of Chief Officer is critical to the Partnership delivering its vision. The highest calibre of applicants is therefore sought.

Recent appointments within the Partnership's Leadership Team have attracted applicants from across the UK using a recruitment campaign and in-house internet advertising. Given the profile of this role and the position of the IJB, in order to maximise the chance of success of attracting a pool of suitably qualified and experienced candidates, it is proposed to use an external Recruitment Partner to



## INTEGRATION JOINT BOARD

undertake targeted Executive Search. . . .

### 2.4. Selection

A robust and inclusive selection process will determine whether or not applicants are appointable and, if so, which is the preferred candidate and offered the post.

Based on recent selection processes facilitated by the HR Teams of ACC and NHS Grampian for Director level appointments, an assessment centre approach followed by final panel interview is recommended for the selection of the replacement Chief Officer.

The proposed assessment centre will be split over two days as follows:

Day One:

- Group Exercise. The candidates as a group are presented with a pertinent issue. The candidates and their interactions are observed by members of the HR Team.
- Psychometric assessment and feedback.
- Stakeholder Panels. These are often considered to be the most valued element of the assessment centre. A number of stakeholder panels are formed and each candidate is interviewed in turn by each of the stakeholder panels. Proposed stakeholder panel members include IJB members (not on the Appointment Panel), Peers, colleagues from Third and Independent Sector, Clinical, Executive and Finance perspectives. Each interview is facilitated by a member of the HR Team.
- Presentation. Each candidate gives a formal presentation to a large audience comprising all of the Stakeholders and the formal Appointments Panel.

Day Two:

- Presentation by the HR Team to the Appointment Panel of the collated feedback from Day One of the Assessment Centre
- Formal interview by the Appointments Panel.



## INTEGRATION JOINT BOARD

### 2.5. Indicative Timeline for Selection Process

Advertising / Search commences	9 April 2018
Closing Date	27 April 2018
Shortlisting	w/c 30 April 2018
Assessment Centre / Panel Interview	w/c 7 May 2018

### 2.6. Appointment

As noted above, the appointment of the Chief Officer shall be made by the IJB. However, the IJB as a full appointment panel is unlikely to be practicable or best practice from a candidate perspective. Experience indicates that small interview panels are able to delve deeper into the responses offered by candidates to interview questions.

It is therefore recommended that the IJB appoint an Appointments Panel constituting the Chair and Vice Chair of the IJB and Chief Executives of ACC and NHS Grampian.

## 3: Equalities, Financial, Workforce and Other Implications

### 3.1 Equalities Implications

The recruitment and selection process will be undertaken in accordance with the relevant policies and procedures of both partner organisations.

### 3.2 Financial Implications

3.2.1 The indicative cost of an advertising campaign is £10,000.

3.2.2 The indicative cost of psychometric assessment is £500.

3.2.3 The costs of recruiting the Chief Officer post will be funded from the Integration & Change fund.



## INTEGRATION JOINT BOARD

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### 4: Management of Risk

**Identified risk(s):** Failure to appoint to the Chief Officer role.

**Link to risk number on strategic or operational risk register:** Risk 3: Failure of the IJB to function, make decisions in a timely manner etc.

**How might the content of this report impact or mitigate the known risks:** by following a robust recruitment and selection process as outlined within this report.

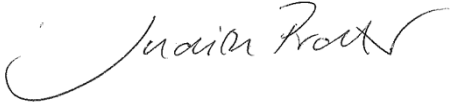
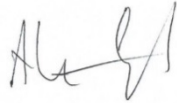
### 5: Recommendations

It is recommended that the Integration Joint Board:

1. Agree the proposed changes to the Chief Officer Job Description.
2. Agree to appoint a recruitment partner to undertake an executive search exercise.
3. Agree the proposed assessment centre format.
4. Note the indicative timeline for the recruitment and selection process
5. Establish a temporary Committee of the IJB, to be called an Appointments Panel, constituting the Chair and Vice Chair of the IJB and the Chief Executives of ACC and NHS Grampian to interview candidates.
6. Approve the delegation of the appointment of the Chief Officer to the Appointments Panel.



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6: Signatures	
	Judith Proctor (Chief Officer)
	Alex Stephen (Chief Finance Officer)



## ABERDEEN CITY COUNCIL / NHS GRAMPIAN JOB PROFILE

<b>1 Job Details</b>	
Job Title:	Chief Officer – Aberdeen City Health & Social Care Partnership
Job Profile No:	
Grade:	
Version Date:	March 2018

<b>2 Job Purpose</b>
<p>To provide a single point of overall strategic leadership for the Aberdeen City Health and Social Care Partnership including lead responsibility for delivery of the services agreed by the Integration Joint Board as defined within the Strategic Plan; as well as the management of the integrated budget for those services.</p> <p>To lead on the improvement of those services to achieve the best health and social care outcomes for patients, people who use services and carers within the Aberdeen City Partnership area.</p>

<b>3 Reporting Relationships</b>
<p>Accountable to the Integration Joint Board and reporting to the Chief Executives of NHS Grampian and Aberdeen City Council.</p> <p>The postholder is expected to work with a diverse range of stakeholders across Health, Council, Voluntary Sector and other partner agencies. The postholder will also work closely with the Scottish Government.</p>

<b>4 Outcomes</b>
<p><b>The postholder will be expected to:</b></p> <p>Lead the development of the Partnership’s Strategic Plan and drive change to maximise the efficiency and utilisation of available resources. This includes taking into account anticipated developments in the external environment and to influence those developments where possible.</p> <p>Harness new ways of maximising digital and self-serve technology opportunities from both a business, systems perspective and from a client/ service end user perspective.</p> <p>Provide a strategic leadership role in strengthening partnership arrangements across the public, third and independent sectors.</p> <p>Lead the Partnership that has at its core a culture of patient and service user safety and will be responsible for providing assurance to the Integration Joint Board that such standards are being achieved by the systematic application of the established</p>

clinical and care governance principles signed up to by the Integration Joint Board.

Ensure statutory compliance for all aspects of the service delivery within their jurisdiction.

To provide a point of joint accountability for performance of services to the Integration Joint Board, as well as that required through the respective Council and NHS Board governance arrangements.

As a senior manager with the Council, the NHS and the Integration Joint Board, and therefore with a wider governance role in both organisations, be expected to provide input on a wide range of health and social care related issues.

Determine operational priorities and review functional activities across the Partnership to ensure effective deployment of employees and all other resources in order to achieve high individual, team and organisational performance.

Establish long term financial plans for the Partnership as required and contribute to financial planning at a corporate level.

Communicate complex and potentially contentious information in a way that is tailored to meet the needs of a variety of audiences. This includes provision of advice and guidance to the NHS Board, the Council and its Committees on all aspects of the services provided across the Partnership.

Lead, develop and coach a Senior Management Team to plan and deliver exceptional performance.

## **5 Knowledge and Experience**

**The post holder needs to be able to demonstrate an understanding or experience as follows:**

- Proven extensive experience in:
  - a senior management role in a large complex and multi-functional organisation, preferably within health or social care
  - Strategic policy development and implementation
  - Developing/Managing strategic partnerships
  - Service transformation and quality improvement performance
  - Developing integrated services
  - Delivering measurable outcomes
- Managing and understanding a demanding client base
- Risk analysis, risk awareness, monitoring and management of risk
- Understanding key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery
- Practical knowledge of negotiation and influencing in a complex organisation.

- Practical knowledge of setting strategy in a complex organisation
- Practical knowledge of working in a commissioning organisation
- Experience in business/service improvement methodologies.
- Embracing new technology to deliver services in an innovative way.

## **6 The Individual – the characteristics of a high performing individual**

- Conscientious – conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.
- Adjusted – ability to deal with pressure without affecting others
- Curious – being able to evaluate information and look for ways to change and improve performance.
- Competitive – has a genuine desire to win and succeed.
- Has a tolerance for ambiguity – be able to cope and thrive when faced with mixed information, conflicting opinions and different options.
- Healthy approach to risk – be able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

## **7 Organisational Behaviours**

We seek people who are active, adaptive and accountable.

### **Active:**

Proactive; seekers of good practice; prepared to step out of their comfort zone; willing to experiment; brings energy and enthusiasm; connects people and ideas; curious to learn, understand and improve; thinks big, starts small, learns fast and shares results and learning

### **Adaptive:**

Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment - knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future

### **Accountable:**

Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and holds them to account; embraces our values and behaviours; leads through truth and trust; open and authentic

## **8 Requirements of the Job**

The post holder needs to hold as a minimum:

- A degree in an appropriate health or social work related function / profession or equivalent
- A post graduate management qualification (eg MBA) (desirable)
- The ability to travel as required by the job

## **Work Portfolio – Functional Description**

### Functions within the role

- Director level responsibility for all adult social care and health services as set out in the Integration Scheme:
- Assessment and care management functions (adults over 18 years with a learning or physical disability, adults over 18 years with mental health problems, older people and carers)
- Social care commissioning and procurement
- Adult support and protection
- All social work and social care functions and activities for adults with a learning disability
- All social work and social care functions and activities for older people and people with dementia
- All community mental health and learning disability functions for adults and older people
- All substance misuse functions and activities
- All primary care functions including GMS and prescribing
- In-patient, out-patient and other hospital functions and activities as prescribed by the Regulations Relating to Public Bodies (Joint Working) (Scotland) Act 2014
- Pharmacy
- Dentistry
- Palliative care functions operating in Aberdeen City
- Community and specialist nursing operation within Aberdeen City
- Allied Health Professions - Physiotherapy, speech and language therapy, occupational therapy, dietetics and podiatry functions within Aberdeen City
- Primary and community health support functions
- Clinical Psychology
- Health Promotion
- Public Health, as prescribed

## **Key Results Areas and Responsibilities**

- Develop the integrated planning of Health and Social Care Services, within Aberdeen City, ensuring the management, planning and commissioning of services meets Council and NHS Grampian policy objectives and statutory requirements as defined in the Strategic Plan, by providing strategic leadership and direction.
- Lead the integration of services between those managed by NHS Grampian and Aberdeen City Council, to ensure integrated service planning and performance management arrangements are in place. This will include the delivery, co-ordination, the preparation and the application of key strategic documents including Service Plans and Joint Commissioning Plans.
- Ensure that Senior Managers have the necessary systems and working arrangements in place to deliver all service requirements, taking account of statutory and legislative requirements and advice to the Integration Joint Board, the NHS Board and relevant Council Committees.
- Lead the budget setting process, with support from the Chief Finance Officer, for services to meet the objectives as agreed by the, Integration Joint Board within Council and NHS Grampian constraints and prioritisation processes, ensuring that financial targets are achieved within the resources available.
- Develop and set standards for the joint delivery of adult health and social care services ensuring a robust performance management framework is in place to measure service delivery, and ensure continuous improvement. Ensure that all statutory clinical and non-clinical governance and professional standards are adhered to and arrangements are established to ensure systems are in place meeting professional and clinical standards
- Develop and secure effective partnership working with a range of key stakeholders, including voluntary and private sector providers, trades unions/professional organisations and staff to achieve optimum development of services and in accordance with the NHS Scotland Staff Governance Standards and Best Value arrangements
- Lead and develop health and social care input into Community Planning Partnership arrangements, as agreed and in accordance with, the CPP Single Outcome Agreement
- Review and develop, via the Integration Joint Board, relevant NHS Board and Council policies ensuring that they facilitate delivery of high quality services, consistent with the statutory objectives of both organisations and lie within the resources available to the Integration Joint Board. Ensure arrangements are in place to support the general management and continuous development of the staff from the Board and the Council whose responsibilities are covered by Integration Joint Board and the application of equal opportunities and non-discriminatory practices and policies.

- 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 Joint Commissioning Plan.
- Lead the cultural shift required to achieve true integration, through personal commitment to the values of collaborative leadership, strengthening partnership arrangements, through facilitation and active support to merge two very different cultures, ensuring staff are supported to achieve transformational change that will foster a supportive, learning, outcome-focused organisation.
- To generate an ethos of professional and distributive leadership amongst professionals, senior clinicians and managers who form the health and care partnership with regard to accountability, responsibility, role and contribution.
- Implement an agreed engagement strategy with frontline professionals which supports innovative practice and local solutions to health inequalities and shapes the Partnership's Strategic Plan.
- To deliver role within the context of both Aberdeen City Council's Corporate Management Team and NHS Grampian's Senior Leadership Team and attend and participate in such strategic and operational forums as; Full Council, Corporate Management Team meetings;, NHS Grampian Senior Leadership Team, NHS Board and Seminar meetings and meetings with the other Grampian Chief Officers.

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