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Aberdeen City Health & Social Care Partnership
A caring partnership

To: Members of the IJB.

Town House,
ABERDEEN, 5 April 2018

SPECIAL INTEGRATION JOINT BOARD

The Members of the **INTEGRATION JOINT BOARD** are requested to meet in **Committee Room 2 - Town House** on **TUESDAY, 10 APRIL 2018 at 12.30 pm.**

FRASER BELL
CHIEF OFFICER - GOVERNANCE

B U S I N E S S

DECLARATION OF INTERESTS

- 1 Members are requested to intimate any declarations of interest (Pages 3 - 4)

DETERMINATION OF EXEMPT BUSINESS

- 2 Members are requested to determine that any exempt business be considered with the press and public excluded
- 3 Appointment of Clinical and Care Governance Committee Chairperson (Pages 5 - 8)
- 4 Recruitment and Selection of Chief Officer (Pages 9 - 22)

Should you require any further information about this agenda, please contact Iain Robertson, 01224 522869 or iairobi@aberdeencity.gov.uk

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Agenda Item 1

You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether reports for meetings raise any issue of declaration of interest. Your declaration of interest must be made under the standing item on the agenda, however if you do identify the need for a declaration of interest only when a particular matter is being discussed then you must declare the interest as soon as you realise it is necessary. The following wording may be helpful for you in making your declaration.

I declare an interest in item (x) for the following reasons

For example, I know the applicant / I am a member of the Board of X / I am employed by...
and I will therefore withdraw from the meeting room during any discussion and voting on that item.

OR

I have considered whether I require to declare an interest in item (x) for the following reasons however, having applied the objective test, I consider that my interest is so remote / insignificant that it does not require me to remove myself from consideration of the item.

OR

I declare an interest in item (x) for the following reasons however I consider that a specific exclusion applies as my interest is as a member of xxxx, which is

- (a) a devolved public body as defined in Schedule 3 to the Act;
- (b) a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
- (c) a body with whom there is in force an agreement which has been made in pursuance of Section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise; or
- (d) a body being a company:-
 - i. established wholly or mainly for the purpose of providing services to the Councillor's local authority; and
 - ii. which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority.

OR

I declare an interest in item (x) for the following reasons.....and although the body is covered by a specific exclusion, the matter before the Committee is one that is quasi-judicial / regulatory in nature where the body I am a member of:

- is applying for a licence, a consent or an approval
- is making an objection or representation
- has a material interest concerning a licence consent or approval
- is the subject of a statutory order of a regulatory nature made or proposed to be made by the local authority.... and I will therefore withdraw from the meeting room during any discussion and voting on that item.

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INTEGRATION JOINT BOARD

Report Title	Appointment of Clinical and Care Governance Committee Chairperson
Lead Officer	Judith Proctor
Report Author, Job Title, Organisation	Iain Robertson, Committee Services Officer, Aberdeen City Council
Report Number	HSCP/18/028
Date of Report	29 March 2018
Date of Meeting	10 April 2018

1: Purpose of the Report

To appoint the Chairperson of the Clinical and Care Governance Committee.

2: Summary of Key Information

2.1 At its meeting on 29 March 2016, the Integration Joint Board (IJB) agreed to establish two committees to support its functions. These were the Audit and Performance Systems (APS) Committee and the Clinical and Care Governance (CCG) Committee.

2.2 Standing Order 24(2) notes that the power to appoint committee Chairs is reserved to the IJB.

2.3 Following the meeting of Aberdeen City Council on 5 March 2018 which changed the Council's membership of the IJB, the position of Chairperson of the Clinical and Care Governance Committee became vacant. It is recommended that a voting member from ACC be appointed as Chairperson of this committee to adhere to the equal representation principle set out in standing order 2(1) as members from NHSG currently chair the IJB and the APS Committee.

2.4 The Board has discretion to appoint voting members to a committee based on a member's experience, interests and skills; and whether their appointment would be beneficial to the committee's functions and capacity.

2.5 Members should note that the wider membership of both IJB committees will be reviewed at the IJB's next meeting on 22 May 2018 during the review of each committee's terms of reference. Any other vacancies shall be filled at this meeting.



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3: Equalities, Financial, Workforce and Other Implications

3.1 From a good governance perspective, the Board should bear in mind that NHSG members are currently the Chairs of the IJB and APS Committee and it is recommended that the IJB appoint a voting member from Aberdeen City Council as Chairperson of the CCG Committee to support the representativeness principle outlined in standing orders.

4: Management of Risk

Identified Risk(s):

If appointments to IJB committees are not balanced in terms of Chairmanship and membership there is a risk that perspectives from both partners may not be reflected during meetings and this may have an impact on decision making and scrutiny capacity.

Link to risk number on strategic or operational risk register:

Strategic Risk Register, item 3: Failure of the IJB to function and make decisions in a timely manner

How might the content of this report impact or mitigate the known risks:

By appointing Chairs from both partners this would mean that each committee would have a broader range of expertise which would strengthen its capacity to hold Partnership officers to account.

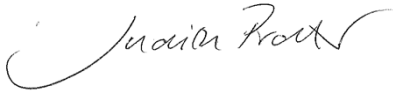

5: Recommendations

It is recommended that the Integration Joint Board:

1. Appoint an ACC voting member as Chairperson of the Clinical and Care Governance Committee.



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

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INTEGRATION JOINT BOARD

Report Title	Recruitment and Selection of Chief Officer
Lead Officer	Angela Scott, Chief Executive, ACC Malcolm Wright, Chief Executive, NHSG
Report Author (Job Title, Organisation)	Philip Shipman, HR Manager Lesley Strachan, Workforce Change Project Lead
Report Number	HSCP/17/145
Date of Report	16 th March 2018
Date of Meeting	10 th April 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 14th 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.

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. A recruitment process has now been undertaken for the Interim Chief Officer position, with Sally Shaw (Head of Strategy and Transformation) being identified as the successful candidate.



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Section 10 of Aberdeen City Health and Social Care Partnership's Integration Scheme sets out that it is the IJB which 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 had not been reviewed since the appointment of the current post holder. The appointment was made prior to the IJB operating in Shadow format and when a Transitional Leadership Group was in place. The job description has therefore now 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, the current Chief Officer 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 the current, agreed transformation programme and the governance of a now live, statutory organisation.

An updated Job Profile accompanies this report and is provided at **Appendix 1**. 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 and Strategic Planning intentions. 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 advertising 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 undertake targeted executive search. It is estimated this will cost £10,000 and



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the recruitment partner be commissioned through existing procurement frameworks available within the Council.

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, to be developed and run by the HR Services of both the Council and NHS Grampian, 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.



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2.5. Indicative Timeline for Selection Process

Advertising / Search commences	23 April 2018
Closing Date	11 May 2018
Shortlisting	w/c 14 May 2018
Assessment Centre / Panel Interview	w/c 28 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 the Chairs of the Audit and Performance Systems and Clinical and Care Governance Committees, with the Chief Executives of ACC and NHS Grampian as principal advisers to the Panel.

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 cost of a recruiting advertising campaign including in print and online local and national press / publications is a maximum of £10,000.

3.2.2 The cost of using an external recruitment partner for executive search is approximately £10,000.

3.2.3 The indicative cost of undertaking psychometric assessment as part



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of the assessment centre is £500.

3.2.4 In the previous Chief Officer Recruitment report that was presented to the IJB on 27 March 2018, it was recommended that these costs be funded from integration and change fund. Since then the interim arrangements have become clearer, along with the leaving date of the Chief Officer. The £20,500 of costs identified above can now be funded from the turnover savings of £32,500 generated as a result of interim management arrangements. This is based on the new chief officer being in place from the beginning of September. The assessment centre will be run by NHSG and Council HR colleagues at no additional cost to the IJB, except for the psychometric assessment discussed in paragraph 3.2.3.

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

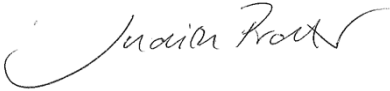

It is recommended that the Integration Joint Board:

1. Agree the proposed changes to the Chief Officer Job Description;
2. Agree to appoint a recruitment partner to undertake an executive search exercise;



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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 Chairs of the Audit and Performance Systems and Clinical and Care Governance Committees, with the Chief Executives of ACC and NHS Grampian as principal advisers to the Panel to interview candidates; and
6. Approve the delegation of the appointment of the Chief Officer to the Appointments Panel.

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

ABERDEEN CITY COUNCIL / NHS GRAMPIAN JOB PROFILE

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

2 Job Purpose
<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>

3 Reporting Relationships
<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>

4 Outcomes
<p>The postholder will be expected to:</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.

8 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

9 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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