



INTEGRATION JOINT BOARD

Date of Meeting	5 December 2023
Report Title	Recruitment and Selection Process for Chief Officer
Report Number	HSCP.23.094
Lead Officer	Angela Scott, Chief Executive, Aberdeen City Council Adam Coldwells, Interim Chief Executive, NHS Grampian
Report Author Details	Lesley Strachan, People & Organisational Development Manager, Aberdeen City Council lstrachan@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Directions Required	No
Exempt	No
Appendices	1 Job Profile
Terms of Reference	1

1. Purpose of the Report

- 1.1. This report sets out the proposed approach to recruiting a replacement for the outgoing Chief Officer of the Integrated Joint Board (IJB) (Aberdeen City Health and Social Care Partnership), and includes a number of recommendations for approval by the IJB relating to the job profile for the role, the recruitment selection process and the constitution of an appointment panel for the final selection panel interview.



INTEGRATION JOINT BOARD

2. Recommendations

2.1. It is recommended that the Integration Joint Board:

- a) Approves the revised job profile attached at Appendix 1;
- b) Notes the indicative timeline for the recruitment and selection process;
- c) Approves the proposed selection process set out within the report;
- d) Establishes a temporary Committee of the IJB, to be called an Appointment Panel, constituting the Chair and Vice Chair of the IJB and Chairs of the Risk, Audit & Performance and Clinical & Care Governance Committees, with the Chief Executives of Aberdeen City Council (ACC) and NHS Grampian as principal advisers to the Panel to interview candidates and make an appointment;
- e) Agrees that the appointment of the Chief Officer shall be determined by the Appointment Panel, subject to the approval of the IJB.
- f) Agrees that the Chief Executives of ACC and NHS Grampian make arrangements for an Interim Chief Officer should they consider it necessary to do so and;
- g) Instructs the Chief Executives of ACC and NHS Grampian to report back to the IJB on any interim appointment.

3. Strategic Plan Context

- 3.1. The Chief Officer leads the development and implementation of the IJB's Strategic and Financial Plans and as such, the recruitment of a Chief Officer is integral to the continued delivery of the aims and objectives of the Strategic Plan.

4. Summary of Key Information

- 4.1. The current Aberdeen City Health and Social Care Partnership's Chief Officer formally tendered her resignation on 16 November 2023. In accordance with the NHS Executive Grade terms and conditions of employment, the formal notice period is 3 months, with an agreed end date of 16 February 2024.
- 4.2. Section 10 of the Public Bodies (Joint Working) Scotland Act 2014, states that the IJB is to appoint the Chief Officer and notes that it must consult both



INTEGRATION JOINT BOARD

ACC and NHS Grampian. The Aberdeen City Integration Scheme (an agreement between ACC and NHS Grampian in respect of functions each delegated to the IJB) provides more detail on the responsibilities of the Chief Officer.

4.3. Job Profile

The job profile for the Chief Officer role has not been reviewed since the appointment of the current jobholder.

4.4. The Aberdeen City Integration Scheme states that Acute Services (Annex 4 of the Integration Scheme) are under operational control (delivery) of NHS Grampian but that the Chief Officer of the IJB is responsible for the effective strategic planning of them in line with current policy and strategies. The IJB's role in Acute Services relates to the Strategic Planning of those services.

4.5. A report was approved by the IJB in May 2021, setting out that the Chief Officer had been asked to develop outcomes and objectives for the interim portfolio areas of Adult Medicine and Unscheduled Care (MUSC). In July 2021, a further report noted that on an interim basis, that the Chief Officer provide operational line management for Acute Services MUSC. The extant job profile for the IJB Chief Officer was not amended to reflect these interim arrangements and the job profile at Appendix 1 does not make provision for the continuation of these interim arrangements .

4.6. The job profile has 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 and a revised job profile is attached at Appendix 1. The changes made will not affect the current grading nor salary of the post, namely ACC Chief Officer Scale Point 44 (currently £120,504) / NHS Executive Senior Management Grade F (currently £101,379 - £134,214).

4.7. Selection Process

A robust selection process will be arranged to assess candidates against the requirements of the job profile. In accordance with the selection processes facilitated by the HR Teams of ACC and NHS Grampian for senior leadership appointments, it is recommended that an assessment centre be arranged comprising a number of sessions, each designed to test different elements



INTEGRATION JOINT BOARD

of the job requirements. The assessment centre outcomes will be provided to the Appointment Panel convened to undertake a final selection panel interview.

4.8. Indicative Timeline for Selection Process

Advert live	11 December 2023
Closing date	14 January 2024 (midnight)
Shortlisting	w/c 22 January 2024
Assessment Centre	w/c 5 February 2024
Appointment Panel Interview	w/c 5 February 2024

4.9. Appointment of Chief Officer

As noted above, the appointment of the Chief Officer shall be made by the IJB. However, the entire composition of the IJB as an appointment panel is unlikely to be practicable, or best practice from a candidate perspective. It is recommended that the IJB establish a Committee, to be known as the “Appointment Panel”, under Standing Order 25 of the IJB’s Scheme of Governance. That Committee will be temporary and will be disestablished once the IJB have appointed a Chief Officer.

4.10. The governance of the Appointment Panel will be in accordance with the IJB’s Standing Orders. Standing Order 25(4) states that the Chair of a Committee cannot be the Chair or Vice Chair of the IJB. The Appointment Panel shall comprise the Chair and Vice Chair of the IJB and the Chairs of the Risk, Audit & Performance and Clinical & Care Governance Committees, with the Chief Executives of ACC and NHS Grampian as principal advisers to the Panel. The Chief Executives line manage the Chief Officer and so bring that expertise to the panel. The Panel will also be supported by HR advisers from both ACC and NHS Grampian.

5. Implications for IJB

5.1. Equalities, Fairer Scotland and Health Inequality

As with all public bodies, the IJB has an equalities duty under the Equality Act 2010. Public Bodies such as the IJB must, when making decisions of a strategic nature about how to exercise its functions, have due regard to reducing discrimination and advancing equality of opportunity, with the purpose to reduce inequality of outcomes.



INTEGRATION JOINT BOARD

The recruitment and selection of a new Chief Officer shall be done in accordance with the recruitment and selection guidance and diversity and equality policies of both partner organisations – NHS Grampian and Aberdeen City Council. A full internal and external advertising process will be undertaken so that the vacancy is visible and accessible to all.

5.2. Financial

There are no direct financial implications arising from the recommendations of this report.

5.3. Workforce

There are no direct workforce implications arising from the recommendations of this report.

5.4. Legal

The role of the Chief Officer is statutory. To not make plans to appoint an incumbent Chief Officer would result in non-compliance with the Public Bodies (Joint Working) Scotland Act 2014.

The National Care Service Bill is currently being progressed and will bring further change to the Integration of Health and Social Care. The role and remit of the Chief Officer may be subject to review to ensure it meets the requirements of any future legislative change. Where this is necessary, the matter will be brought to the IJB's attention.

5.5. Unpaid Carers

There are no direct implications arising from the recommendations of this report.

5.6. Information Governance

There are no direct legal implications arising from the recommendations of this report.

5.7. Environmental Impacts



INTEGRATION JOINT BOARD

There are no direct environmental implications arising from the recommendations of this report.

5.8. Sustainability

There are no direct sustainability implications arising from the recommendations of this report.

5.9. Other

6. Management of Risk

6.1. Identified risks

The Chief Officer together with the Senior Leadership Team is responsible for the delivery of the Strategic Plan for the IJB. The Strategic Risk Register sets out all of the potential risks and mitigations associated with delivery of the Strategic Plan. The risk of failure to deliver on the Strategic Plan is mitigated by the appointment of a Chief Officer.

6.2. Link to risks on strategic or operational risk register:

As above, all strategic risks set out of the Strategic Risk Register help to manage and mitigate delivery of the Strategic Plan.



Aberdeen City Health & Social Care Partnership

Job Profile

Chief Officer



Aberdeen City Health & Social Care Partnership
A caring partnership



About the Role

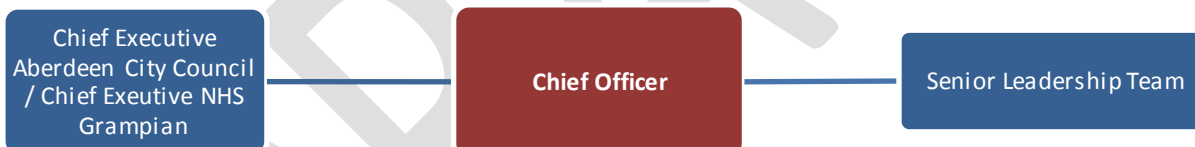
To provide a single point of overall strategic leadership for the Aberdeen City Health and Social Care Partnership, including lead responsibility for delivery of the services agreed by the Integration Joint Board as defined within the Strategic Plan, as well as management of the integrated budget for those services.

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.

Accountable to the Integration Joint Board and reporting to the Chief Executives of NHS Grampian and Aberdeen City Council.

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.

Job Title	Chief Officer
Pay Grade	ACCSCP 44 / NHS Senior Management Grade F
Service Area/Team	Leadership Team
Location	



Key Outcomes and Task Examples

The post holder will deliver the following outcomes:	Examples of related tasks:
Strategic	<ul style="list-style-type: none"> Lead the development and implementation of the Partnership's Strategic Plan to maximise the efficiency and utilisation of available resources, including taking into account anticipated developments in the external environment and to influence those developments where possible. Provide strong, effective, visible leadership of transformational change for the Partnership in line with the IJB's Strategic Plan and those of NHS Grampian and Aberdeen City Council, with a focus on an increasing move to the delivery of community-based health and care services. Provide a strategic leadership role in strengthening partnership arrangements across the public, third and independent sectors.

	<ul style="list-style-type: none"> • Lead and develop Community Planning Partnership arrangements, as agreed and in accordance with, the CPP Local Outcome and Improvement Plan • To plan and develop services, innovative approaches and strategies that impact on the health and wellbeing of the population and the delivery of the health inequalities agenda. • 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. • 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 clinical and care governance principles signed up to by the Integration Joint Board. • 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. • Represent the Council and NHS Grampian at local and national level in relation to the integration of adult health and social care in Scotland, influencing policy initiatives being developed by the Scottish Government, ensuring the Partnership, Council and NHS Grampian are fully aware of developments and have the information, professional advice and assistance necessary to make policy decisions.
Managing Services	<ul style="list-style-type: none"> • Establish integrated systems and working arrangements to deliver all service requirements, taking account of statutory and legislative requirements and advice to the Integration Authority, the NHS Board, Full Council and relevant committees. • 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. • Promote, and where necessary lead, the identification, development and implementation of transformational change, continuous quality improvement and service redesign projects creating new ways of working, organisational change or service change to meet the health and social care needs of the population. • Ensure that the responsibilities of the Council's Chief Social Work Officer (as defined by Section 45 Local Government etc. (Scotland) Act 1994) are effectively supported and delivered and that the requirements of NHS Clinical Governance are met. • Ensure that all services are delivered in accordance with the Equality and Diversity Policies applicable to the Partnership and the statutory, general and specific Equality Duties.
Managing Resources	<ul style="list-style-type: none"> • Propose, allocate and be accountable for budgets for services to meet the objectives as agreed by the IJB, ensuring that financial targets are achieved within the resources available. • Establish long term financial plans for the Partnership as required and contribute to financial planning at a corporate level.

This job profile provides indicative information about outcomes, tasks and activities that may be undertaken as part of this role. It is not intended to be an exhaustive list due to the need for agility and flexibility in our workforce and to be responsive to change and meet business needs.

	<ul style="list-style-type: none"> • Ensure strict compliance with all standing orders and financial regulations of the Council and HNS Grampian, and that appropriate and robust internal controls are in place to support compliance. • Ensure the management of the Information Governance Assurance Framework is appropriately secure and legally compliant. • Develop long-term plans for the Partnership’s physical and information resources, including tendering where applicable, ensuring that resources required to achieve the overall aims of the joint partners are in place. • Ensure that all employees working within the fully integrated Partnership are managed in accordance with the appropriate employer policies and procedures, employee governance frameworks and the application of health and safety, equalities and dignity at work policies and practices • Foster good employee relations with the representative Trades Unions and Staff Side. • Lead people management practices within the Partnership, which encourage a culture of positive internal engagement with employees, promotes development of robust partnership working across both organisations and promotes the achievement of better outcomes for service users. • To generate an ethos of professional and distributive leadership amongst professionals, senior clinicians and managers who form the Partnership with regard to accountability, responsibility, role and contribution. • Ensure arrangements are in place to promote and support the continuing professional and personal development of employees by ensuring that effective performance management systems are in place, which provide development opportunities, enhance performance motivation, and facilitate skill utilisation and flexibility. • Lead, develop and coach a Senior Leadership Team to plan and deliver exceptional performance. • Promote the health, safety and wellbeing of employees at work and of service users through the implementation of the Council and NHS Grampian’s policies on Health, Safety and Wellbeing at work and service Health and Safety arrangements in accordance with all relevant statutory requirements, leading by example.
<p>Managing Performance</p>	<ul style="list-style-type: none"> • 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 Grampian governance arrangements. • Develop and set standards for the joint delivery of 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.

This job profile provides indicative information about outcomes, tasks and activities that may be undertaken as part of this role. It is not intended to be an exhaustive list due to the need for agility and flexibility in our workforce and to be responsive to change and meet business needs.

	<ul style="list-style-type: none"> • Establish and implement a robust approach to risk management that will ensure a proactive and coordinated approach to both clinical, care and business risks. • Review and develop, via the IJB, relevant NHS Grampian 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 Board or successor body. • Manage and retain oversight of preparations for inspection and audit activity relating to delivery of services defined in the Integration Scheme and undertaken as part of the Joint Commissioning Plan
Managing Relationships	<ul style="list-style-type: none"> • Direct and implement an agreed engagement strategy with frontline professionals, locality community leads, and the third and independent sectors which support innovative practice and local solutions to health inequalities and shape the Partnership's Strategic Plan. • Develop and maintain effective partnerships with Scottish Government and MSPs, local elected members, and the media to establish effective communication and engagement with the citizens of Aberdeen. • Develop and secure effective partnership working with a range of key stakeholders, including representatives of people who use services and their carers, voluntary and private sector providers, trades unions and employees to achieve optimum development of services • Create opportunities for integration, continually looking for benefits that can be achieved across organisations, nationally and in collaboration with external partners. • 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 NHS Grampian, the Council and its Committees on all aspects of the services provided across the Partnership. • Strengthen partnership arrangements by developing a culture that is inclusive, supportive and high performing to ensure the service we provide results in better outcomes for our service users.

Role Requirements	
This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.	
Minimum Qualification(s) / Certificates / Memberships etc. required	<ul style="list-style-type: none"> • A relevant degree/professional qualification • A post graduate management qualification (e.g. MBA) (desirable) • Evidence of continuous professional development

This job profile provides indicative information about outcomes, tasks and activities that may be undertaken as part of this role. It is not intended to be an exhaustive list due to the need for agility and flexibility in our workforce and to be responsive to change and meet business needs.

<p>As a minimum, demonstrate skills and experience in</p>	<ul style="list-style-type: none"> ● Proven extensive experience in: <ul style="list-style-type: none"> ○ a senior leadership role, at board level, in a large complex and multi-functional organisation within the health and social care sector ○ managing organisational and cultural change ○ strategic policy development and implementation ○ developing and managing strategic partnerships ○ service transformation and quality improvement performance ○ developing integrated services ○ delivering measurable outcomes ● managing significant financial resources in times of financial constraint, including planning, monitoring, control and reporting ● managing and understanding a demanding client base ● risk analysis, risk awareness, monitoring and management of risk ● business/service improvement methodologies ● embracing new technology to deliver services in an innovative way ● excellent oral and written communication skills with ability to express views coherently and convincingly to negotiate and influence outcomes in a complex organisation ● developing and maintaining effective, positive relationships with key partner organisations providing a positive role model for partnership, relationship and conflict management ● finding creative and pragmatic solutions, seeking improvements, adapting to changing situations and working with and through ambiguity ● resilience, commitment, and the resourcefulness to operate effectively under pressure ● capacity to think strategically and take a whole Selection process system approach
<p>As a minimum, demonstrate an understanding of</p>	<ul style="list-style-type: none"> ● national health and social care partnership legislation, strategic policy, operation, opportunity and challenges ● the Health and Social care priorities in Scotland ● the political agenda for Health and Social Care ● the context and restrictions of working in public sector ● integration and collaborative working ● key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery
<p>Demonstrate commitment to</p>	<ul style="list-style-type: none"> ● working in partnership
<p>Other requirements</p>	<ul style="list-style-type: none"> ● The ability to travel as required by the job ● The ability to work outside normal working hours

Core Behaviours - Aberdeen City Health and Social Care Partnership	
The post holder needs to demonstrate the following behaviours:	
Creativity and innovation	Finding different ways of thinking and doing
Motivating and Inspiring others	Supporting others to be the best they can be
Empowering Others	Enabling people to develop and use their leadership capacity
Self-Leadership	Recognising, exercising and improving your own leadership
Vision	Positive plans for the way ahead
Collaborating and influencing	Leading in partnership and taking others with you

Aberdeen City Health and Social Care Partnership		Version Date	November 2023		
Service Area/Team	Chief Officer	JE Number		Capability Framework Level	N/A