

# Job Description and Person Specification

Chief Officer, Renfrewshire Health and Social Care Partnership





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# Job Description

## Job Details

|                        |                                                                                                                                   |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>Job Title:</b>      | <b>Chief Officer ,Renfrewshire Health and Social Care Partnership</b>                                                             |
| <b>Responsible to:</b> | <b>Chief Executives—NHS Greater Glasgow and Clyde and Renfrewshire Council</b><br><b>Health and Social Care Partnership Board</b> |
| <b>Location:</b>       | <b>Renfrewshire</b>                                                                                                               |

## Job Purpose

The post holder has responsibility for the overall strategic leadership and management of delegated functions within the Health and Social Care Partnership.

The post holder is responsible for delivering the Integration Scheme and Strategic Plan within an integrated budget to ensure the best outcomes for patients, people who use our services and carers.

The post holder will plan and deliver change in both directly managed and externally commissioned services to improve quality.

The post holder will establish and maintain credibility with Elected Members, Non-Executive Directors, local communities, staff and other stakeholders.

The post holder will focus on the health of the population as well as services and ensure that a population focus is reflected in its plans with the intention of reducing inequalities and improving health and well-being.

The post holder will be a member of the Renfrewshire Council and NHS Greater Glasgow and Clyde senior management and leadership teams.

The post holder will have leadership responsibility for implementing effective strategic planning arrangements and commissioning plans for those, largely, unscheduled care acute services delegated to Integration Joint Boards in the legislation (Public Bodies (Joint Working) (Scotland) Act 2014.

## Dimensions/Scope and Range

### Services delegated by the Health Board to the Integration Joint Board

- Palliative care services provided in a hospital
- Mental health services provided in a hospital
- Health Visiting
- School Nursing
- Speech and Language Therapy
- Specialist Health Improvement
- Community Children's Services [NHS]
- CAMHS
- District Nursing services
- Primary care services provided under a general medical services contract,
- Ophthalmic services
- Pharmaceutical services
- Services provided out with a hospital in relation to geriatric medicine
- Palliative care services provided out with a hospital

- Community learning disability services
- Rehabilitative Services provided in the community
- Mental health services provided out with a hospital
- Continence services provided out with a hospital
- Kidney dialysis services provided out with a hospital
- Services provided by health professionals that aim to promote public health

### The Integration Joint Board is also host to the following services

- Podiatry Services
- Primary Care Contractual Support services (medical and optical)

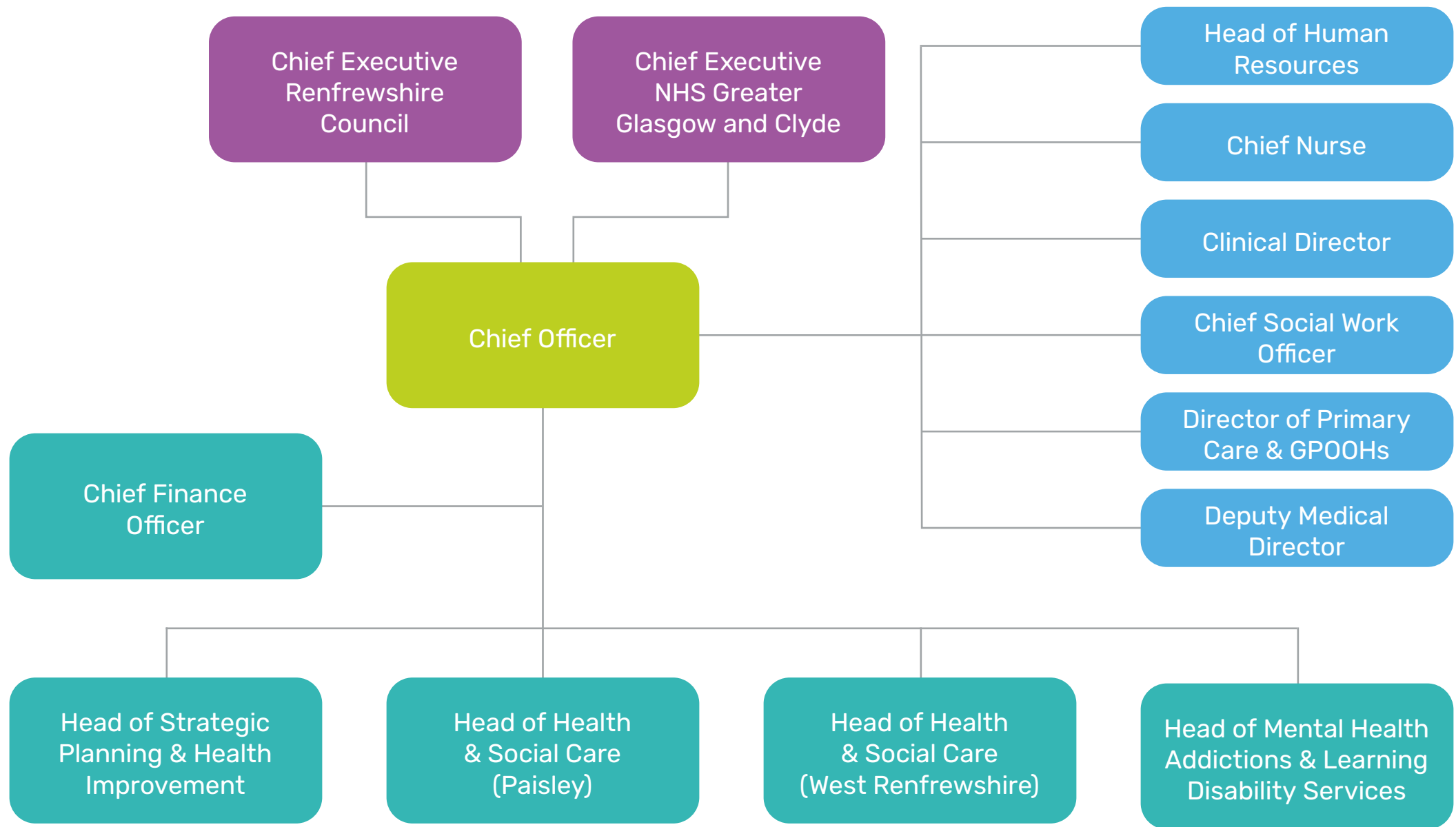
Through its Chief Officer will be responsible for the operational management on behalf of all the Integration Joint Boards; and such Host will be responsible for the strategic planning and operational budget of the Hosted Services.

Existing Hosted services arrangements are subject to review in line with the Integration Scheme.

## Dimensions/Scope and Range (continued)

### Services delegated by Renfrewshire Council to the Integration Joint Board

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection, services to women and domestic abuse
- Carers support services
- Community care assessment teams
- Support services
- Care home services
- Care at Home services
- Adult placement services
- Health improvement services
- Aspects of housing support, including aids and adaptations
- Day services
- Local area co-ordination
- Respite provision for older people and adults
- Occupational therapy services
- Re-ablement services, equipment and telecare
- Services for People affected by Homelessness
- Advice Services
- Strategic & Support Services
  - Clinical and Care Governance
  - Health Improvement and Inequalities
  - Quality & Development (including training and practice development, contract monitoring and strategic planning)
  - Business Support
  - Organisational Governance
  - Performance



## Role of the Health and Social Care Partnership

The Health and Social Care Partnership will be responsible for planning and delivering all Health and Social Care Services for Renfrewshire as set out in the Integration Scheme.

The Chief Officer will oversee organisational arrangements to reflect the responsibility for strategic and locality planning, service delivery and health improvement responsibilities of the Health and Social Care Partnership.

The organisational arrangements will include the existing support infrastructure including finance, human resources, organisational development and eHealth.

The Professional Advisors to the Health and Social Care Partnership will include the Chief Social Work Officer, Nursing, Medical and AHP Advisers.

## Key Result Areas

1. Ensure that appropriate systems and processes are put in place to enable the Health and Social Care Partnership to meet the requirements of clinical, financial, corporate and staff governance. Establishing the mechanisms for monitoring, performance management and evaluation of services.
2. To lead the development of the Partnership Strategic Plan and provide strong, effective and visible leadership of a programme of transformational change to deliver health and social care that is seamless from the perspective of the patient, user or carer.
3. Ensure the Health and Social Care Partnership plays a key role in the Community Planning Partnership
4. Design and implement in partnership, organisational arrangements which take account of professional responsibilities and accountabilities.
5. Ensure that systems and working arrangements are put in place to deliver statutory and legislative requirements.
6. Develop and secure effective Partnership working with key stakeholders including the third and independent sectors, staff side/trade unions and professional organisations, staff and the public to achieve optimum delivery of services.
7. Maintain existing arrangements with the Health and Social Care Partnership to fulfil its statutory responsibilities as a full Community Planning Partner in the Community Planning Partnership and the Local Outcome Improvement Programme Board.
8. Work with the Director of Public Health to deliver a shared set of priorities and direction for Health Improvement for the Health and Social Care Partnership
9. Prepare, manage and monitor the budgets in accordance with financial policies, standing Orders, financial regulations and direction of the Partnership using appropriate and agreed systems and processes to ensure effective budgetary control



## Key Result Areas (continued)

### The post holder will:

1. Ensure planning and commissioning of services meets the objectives of the Integration Joint Board, national and local outcomes and statutory requirements as set out in the Strategic Plan, by providing leadership and direction and effective performance management processes.
2. Develop and secure effective partnership working with a range of key stakeholders including voluntary and private sector providers, trade unions, professional organisations and staff to achieve optimum development of services in accordance with the NHS Reform Scotland Act and Best Value Arrangements
3. Lead the integration of services, working with key stakeholders including health and social care professionals, users of services, carers, commercial and non-commercial providers of health and social care services.
4. Sustain the Health and Social Care Partnership as an effective organisation at partnership wide and locality level with an effective management team and committee arrangements, strong relationships with community and voluntary organisations and strong relationships with elected members.
5. Ensure the development of service strategies, integrated service planning and effective performance management arrangements.
6. Ensure the delivery of the Strategic Plan its regular updating.
7. Ensure that the Health and Social Care Partnership plays a critical role in the Community Planning arrangements for Renfrewshire delivering any parts of the Local Outcome Improvement Plan which fall to the Health and Social Care Partnership to deliver.
8. Ensure that the Health and Social Care Partnership has efficient and effective support arrangements in place for finance, human resources and that effective professional advisory structures are established and maintained.
9. Ensure a visible approach to delivering organisational effectiveness and development as it relates to culture, ways of working, effective leadership and staff engagement.
10. Ensure that the Health and Social Care partnership develops and implements change programmes to prove services and tackle inequalities.
11. Ensure that Codes of Conduct, accountability and principles of clinical care, financial, corporate and staff governance are promoted throughout the Health and Social Care Partnership to ensure required standards are met.
12. Ensure that all statutory clinical and non-clinical governance and professional standards are adhered to and robust arrangements are established for clinical and professionally lead locality planning.
13. Play a key role in the Corporate Management Teams for the Council and Board Management Teams, supporting elected members, non-executive Board members, Chief Executives and external partners through the provision of professional advice, guidance and information on the services provided and on any other matters required.
14. Represent the Council and the Board at local and national level, influencing policy initiatives being developed by the Scottish Government, ensuring the Council and Board are fully aware of national developments and have the information, professional advice and assistance necessary to make policy decisions.
15. Promote and lead the identification development and implementation of service redesign projects creating new ways of working, organisational change or service change to meet the health and social care needs of the population.
16. Ensure the responsibility 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.



## Key Result Areas (continued)

17. Ensure that all services are delivered in accordance with the Partnerships Equality and diversity policies and the statutory Equalities duties.
18. Manage and retain oversight of preparation for inspections and audit activity for the services defined in the Integration Plan and provided as part of the Strategic Plan.
19. To lead, operate and manage the integrated budgets for adult health and social care service provision delegated to the Partnership by driving change to better utilise limited resources to meet increased demands and improve outcomes as a result.
20. Ensure strict compliance with all standing orders and financial regulations of the Council and the Board, and that appropriate and robust internal controls are in place to support compliance.
21. Prepare, manage and monitor the Partnership's budgets in accordance with the financial policies, regulations and directions of the Council and the Board using systems and processes to ensure effective budgetary control.
22. Ensure the management of the Information Governance Assurance Framework is appropriately secure and legally compliant.
23. Lead people management practices within the Partnership which encourages a culture of positive internal engagement with employees, promotes development of robust partnership working and promoted the achievement of better outcomes for service users.
24. Promote the health, safety and well-being of employees at work and of service users through the implementation of the Council and Boards policies on Health and Safety and Well-being at Work, Departmental Health and Safety arrangements in accordance with all relevant statutory requirements.
25. Establish and implement risk management within the Council and Board's Risk Management Frameworks ensuring a proactive and coordinated approach to both clinical and non-clinical risks.
26. Ensure organisational, professional and personal development for staff through effective individual performance management systems which provide development opportunities, enhance performance motivation and facilitate skill utilisation and flexibility.
27. Identify, with other Health and Social Care Partnership Chief Officers, a range of support functions which can be provided on a singular cross system basis and ensure the effectiveness of revised systems identifying the potential for increased deficiency and effectiveness through collaboration and coordination.
28. Develop and secure constructive relationships with a diverse range of stakeholders across health, council, voluntary sector and other partner agencies, promoting public awareness and involvement particularly in localities.
29. Ensure that appropriate performance management arrangements are in place to support a culture of continuous improvement and demonstrate achievement against the national outcomes.

## Assignment and Review of Work

The role is largely self-directing and the individual is accountable to the Board and Council Chief Executives.

The post holder works under broad direction within parameters of government priorities and policies for health.

The post holder is appointed by the IJB and has the status of Director of the Council and Director of the NHS Board.

Review of performance in the post is undertaken through the agreement of performance objectives and an annual performance review with the Board and Council Chief Executives.

## Communication and Working Relationships

The post holder will work closely with the Chief Executives of the Council and the Board, and their respective Senior Management/Corporate Teams, Elected members of the Council and Non-Executive Board members of the Board, Members of the Board and external partners in delivering the Integration Scheme and Strategic Plan.

Develop and secure constructive relationship with a diverse range of stakeholders across health, council and voluntary sectors and other partner agencies to ensure delivery of national and local outcomes.

The post holder will have a wide range of external relationships for example with other Health and Social Care Partnerships senior teams, independent contractors within primary care, MSPs and MPs, Ministers and senior civil servants, Chairs, Chief Executives and senior staff of Boards and health systems throughout Scotland, Local Authority colleagues, trade unions and staff representatives, universities and colleges and representative organisations of public, patients, carers and the media will all be required from time to time.

Highly effective leadership and team working is integral to taking forward the Health and Social Care Partnership within current IJB governance arrangements. As a leader you will champion culture development and ensure the values of both organisations are embedded through practice.

## Most Challenging Part of the Job

To lead, develop and manage an established integrated Health and Social Care Partnership to deliver challenging national and local outcomes working in partnership with other organisations to deliver seamless services across the health and social care spectrum. To improve the health status of local population and bring a substantial population focus which narrows health inequalities. To manage and develop positive relationships between the Integrated Joint Board, NHS Greater Glasgow and Clyde Board and Renfrewshire Council. To deliver outcomes and maintain existing levels of service provision within current financial environment.

## Qualifications and/or Experience Specified for the Post by the Board

Educated to Degree level or equivalent, with consolidated and demonstrable senior management experience within a large complex organisation, preferably within the NHS or Local Government.

Ability to demonstrate integrity and effective leadership and management skills, plus a proven track record of achievement in strategy, service reform and policy development and implementation.

The ability to develop and maintain effective, positive relationships with key partner organisations providing a positive role model for partnership, relationship and conflict management across the division.

Understanding of the Health and Social Care priorities in Scotland.

Proven track record in the provision of strategic, creative and innovative solutions in meeting organisational requirements, motivating staff and providing seamless care.

Ability to provide effective credible communication in an exposed environment and an ability to operate effectively under pressure.

## Disclosure

In line with the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003, the Authority requires you to declare all convictions defined as 'unspent' in terms of the Act as the post is classified as an 'excepted post'.

Prior to any offer of appointment, the Authority will undertake a Disclosure check.

## Competencies

This recruitment, selection, performance management and personal development processes are underpinned and managed within a competency framework of knowledge, skills and behaviours.

The job holder will be expected to evidence knowledge, skills and behaviours as described within the Competency Framework.

## 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.

## General

The duties and responsibilities contained within this job description should be regarded as neither exclusive nor exhaustive as the job holder may be required to undertake other reasonably determined duties commensurate with the level and grade of the post without changing the general character and nature of the post.

The job description will be subject to revision, depending on the future needs of the post and the organisation, following appropriate consultation.



## Person Specification—Chief Officer, Renfrewshire Health and Social Care Partnership

### Qualifications/Professional Membership

#### Essential

- Degree in a relevant subject or equivalent and/or ability to evidence substantial equivalent level of experience required to undertake this role which has been acquired over a significant period of time
- Management qualification and/or evidence of management courses undertaken
- Evidence of continued professional development.

#### Desirable

- Masters Degree or equivalent, such as a degree or a professional qualification.
- Membership of a relevant professional body



## Relevant Experience

### Essential

- Extensive senior management experience/achievement in a large, complex organisation and significant operational experience preferably within the public, voluntary or care sectors.
- Proven track record in operating as a Board Director or Council Officer in respect of Boards/Committees of Governance and Scrutiny
- A proven track record in the management of health services, social work services and/or third and independent sector organisations.
- Experience of partnership working and delivering outcomes with other public sector agencies, third and independent sector organisations.
- Experience of delivering successful change programmes and accomplishments in a large complex organisation.
- Experience representing an organisation at senior level internally & externally e.g. linking to the Scottish Government and understanding and influencing national programmes.
- Ability to engage with all professional groups working in health, social care and the criminal justice system.
- Understanding of risk management and business continuity and emergency planning at a strategic and operational level.
- Successful track record of leading reviews and service improvements including driving organisational and culture change combined with progressive team building.
- Ability to think both strategically and operationally and to translate strategies into effective practices.
- Experience of finding creative and innovative solutions to meet organisational requirements, motivate employees and provide seamless public services.
- Comprehensive understanding of the role of local government and / or the NHS and the environment within which they operate, including the legal, financial and political context.
- Experience of managing significant financial resources including financial planning, monitoring, control and reporting. Experience of programme management.
- Delivered effective performance management to required standards
- Ability to challenge existing systems and processes where appropriate.
- Experience of establishing and developing effective and successful strategic leadership teams
- Extensive experience of performance management.
- Understanding of Community Planning and Public Health/Population Health Improvement.

### Desirable

- Experience of engaging with organisations in the delivery of projects for the benefit of the wider community.



## Specialist Knowledge and Skills

### Essential

- Sound experience of financial planning, analysis and responsibility for major revenue and capital budgets. Including experience and understanding of aligned/pooled budget management processes and resource allocation procedures.
- Strong programme management skills.
- Strong analytical skills
- Tact and diplomacy and ability to manage different cultures to influence change and enable effective working across organisational boundaries.
- Ability to understand the issues and consequences of managing risk.
- Sound understanding of the contribution that ICT can make towards efficient, effective service delivery.
- Ability to work in partnership with Trade Unions.
- Negotiating skills.

## Leadership and Management Competencies

### Essential

- Effective leadership and management of outcomes in relation to people, performance, transformational change, finance and physical resources.
- Leadership skills in delivering change and driving forward continuous improvement and best value agenda
- Problem solving and solution focused
- This is a politically restricted post.
- This post will be subject to a Disclosure Scotland check.

## Personal Features/Qualities

### Essential

- An open, supportive and visible management style.
- Transformational and visionary leader.
- Perceptive and intuitive.
- Open minded and diplomatic
- Ability to apply innovative thinking and judgment to initiate and support change, to take action, to meet targets and achieve desired outcomes
- Excellent verbal communication, presentation, networking, negotiation, influencing and motivational skills and flexibility to deal with highly complex issues.
- Personal resilience and ability to manage competing priorities in a high pressure environment and satisfy political and organisational priorities.
- Ability to mediate and facilitate.
- Able to demonstrate sensitivity, integrity, and sound ethical judgement.
- Demonstrate commitment to equality and diversity issues.
- Commitment to putting people at the centre of decision making.

# Leadership Competencies

The following outlines the Leadership Competencies for NHS Greater Glasgow and Clyde and Renfrewshire Council and these will be used to evaluate candidates and each stage of the recruitment process for this post.

You can access a full list of competencies online at [www.renfrewshire.hscp.scot/chiefofficer](http://www.renfrewshire.hscp.scot/chiefofficer).

## NHS Scotland Leadership Capability Competencies

NHS Scotland has a 2020 Workforce Vision and Values. The vision makes a commitment to putting people at the centre of everything we do, and using our shared values to guide the work we do, the decisions we take and the way we treat each other.

The following outlines the NHS Scotland Leadership Capability Competencies aligned to NHS Scotland values and will be used to evaluate candidates at each stage of the selection process for this post.

### VISION

Successful leadership starts with a clear vision. It focuses our attention so we can prioritise what matters most, enabling us to solve current problems, set goals and implement plans that take our organisation forwards into the future.

The leadership elements relating to the vision quality are:

- Seeing how best to make a difference
- Communication and promoting the ownership of the vision
- Promoting a public service ethos
- Thinking and Planning strategically

### EMPOWERING

Empowering means enabling others to develop and use their leadership potential. Empowerment involves action. Those in leadership positions

can play a large part in creating the culture within which empowerment can flourish. To empower people, you need to recognise that they can be leaders regardless of their position or role within the organisation.

The leadership elements relating to the empowering quality are:

- Enabling leadership at all levels
- Driving a knowledge sharing culture
- Promoting professional autonomy
- Involving people in development and Improvement

### SELF-LEADERSHIP

Self-Leadership means recognising, exercising and improving your own leadership. Self-Leadership is about you, and your qualities – and your willingness to examine and change these.

The leadership qualities relating to self-leadership are:

- Demonstrating and adapting leadership
- Improving own leadership
- Enabling intelligent risk-taking
- Demonstrating and promoting resilience
- Challenging discrimination and inequality

# Leadership Competencies

## NHS Scotland Leadership Capability Competencies

### COLLABORATING AND INFLUENCING

Collaborating and influencing means leading together for better outcomes. The world we work in is complex, requiring input from numerous individuals. Working together effectively is what collaborating and influencing is all about.

Effective collaboration requires the ability to influence others to see things differently or open up to alternative courses of action.

The leadership elements relating to the collaborating and influencing quality are:

- Leading partnership working
- Influencing People
- Understanding and valuing the perspectives of others

### MOTIVATING AND INSPIRING

What is motivating and inspiring about? Inspiring individuals set the standard by appreciating others, investing in colleagues and focussing on quality. By doing so, they motivate and inspire others to develop their own positive leadership style.

The leadership elements relating to the motivating and inspiring quality are:

- Inspiring people by personal example
- Recognising and valuing the contribution of others
- Driving the creation of a learning and performance culture

### CREATIVITY AND INNOVATION

Creativity is about opening up the mind to new possibilities, while innovation is finding new ways to improve the current ways of working. Creative people are prepared to take risks that move their work or organisation forward – they like to solve problems and have an open mindset.

The leadership elements relating to creativity and innovation are:

- Seeing opportunities to do things differently
- Promoting and supporting creativity and innovation
- Leading and managing change

## Renfrewshire Council Capacity Framework

### The capacity to work with the political dimension

- creating effective connections/enabling appropriate working across the boundary of politics and management
- building strategy with members and where appropriate, the leader
- maintaining effective relationships with elected members, external partners and the wider government sectors

### The capacity for maintaining personal perspective and self-knowledge

- maintaining self-awareness and a curiosity about perspectives other than one's own
- maintaining belief or faith in self
- developing personal resilience, sustainability and emotional literacy

### The capacity to develop and enable effective partnerships and external relationships

- being a champion of the local authority, local government and local democracy
- orchestrating effective public and private partnerships for both strategic development and service delivery
- working with communities and other agencies
- effective management of communication and the relationship with press and media
- effective employee relations management

### The capacity to lead and integrate Performance Management

- creating a culture focused on high performance, innovation, and customer service
- being able to turn around areas of under-performance
- sustaining continuous improvement across all service areas
- demonstrating the achievement of public value

### The capacity for maintaining focus on strategic and long-term issues

- scanning the horizon to generate an awareness of potential scenarios
- developing, holding and promoting a vision/strategic view for the organisation and local area
- holding an awareness of the organisation's strategic capacity
- communicating a sense of collective purpose and priority
- effective workforce planning to maximise resource potential highly effective forward planning for sustainable change to meet current future business needs

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