

Joint Director West Lothian Health and Social Care Partnership
Chief Officer of the Integration Joint Board



Recruitment Pack

Recruitment Pack

Thank you for your interest in the post of Joint Director of West Lothian Health and Social Care Partnership and Chief Officer West Lothian Integration Joint Board.

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1. Job advert

West Lothian Council, NHS Lothian and the West Lothian Integration Joint Board (IJB) are looking to appoint a Joint Director/Chief Officer to develop and lead on the implementation of the Integration Joint Board strategic vision and plan.

As Joint Director of the Health and Social Care Partnership, you will participate in the corporate and strategic management of both the Council and NHS Board and be accountable for ensuring that the corporate and strategic objectives of both partner organisations are reflected and met in the services for which the post holder is responsible.

As the Chief Officer of the IJB, you will ensure delivery of the agreed integrated services; leading a programme of transformational change to deliver health and social care that is seamless from the perspective of the patient, user or carer in the West Lothian area.

You will bring extensive leadership experience within a large complex and multi-functional organisation and be able to demonstrate a commitment to continual improvement. You will have a successful track record in leading and managing organisational and cultural change along with significant financial and risk management experience within a large complex organisation.

Reflecting the joint nature of this appointment, the successful candidate will have the option of being appointed on the salary, terms and conditions of either West Lothian Council or NHS Lothian.

Salary: West Lothian Council £118,976 - £126,664
NHS Lothian £92,614 - £124,518

Closing date for completed applications is Sunday 28 February 2021

2. Job Description

Job Title: Joint Director of Health and Social Care Partnership / Chief Officer Integration Joint Board

Responsible to: Chief Executives – NHS Lothian and West Lothian Council

Job Purpose

The Joint Director provides overall strategic leadership and management of delegated functions within West Lothian Health and Social Care Partnership (HSCP) ensuring the IJB, Council and NHS Board are fully aware of developments in the integration environment and have the information, professional advice and assistance necessary to make policy decisions.

In the role of IJB Chief Officer, lead the development and implementation of the IJB's Strategic Plan with a clear focus on the delivery of improved outcomes for the local population within available resources as set out in the National Health and Wellbeing Outcomes Framework.

Build and maintain strategic relationships across the wider Community Planning Partnership which enable collaboration on planning and transformational change to address the health inequalities and ensure sustainability of service delivery.

Lead and manage integrated governance, finance, workforce planning, performance management, and risk management systems.

Lead and manage non delegated functions, service functions of the Council as well as assigned hosted services in NHS Lothian.

Participate in the corporate and strategic management of both partner organisations and be accountable for ensuring that the IJB corporate and strategic objectives are reflected and met in the services for which the post holder is responsible.

Organisational Position

The postholder is jointly accountable to the Chief Executives of the Council and Lothian NHS Board. The postholder is a member of the Council Management Team and a member of the NHS Board Corporate Management Team.

Working closely with the Chief Executives, the post holder will be required to make a significant contribution to the overall strategic direction, development and corporate management of the Council and the NHS Board, ensuring service delivery and key targets are met and provide appropriate advice, guidance and support to elected members of the Council.

In the Council the postholder will hold the position of Depute Chief Executive with responsibility for services covering Social Policy. This may be varied from time to time to suit the continuing strategic management requirements of the council. Based on 2020/21 budgets, as Depute Chief Executive, the postholder will have operational responsibility for Social policy resources of £111 million. This is split:

Adult Care Services - £76 million
Children's Services - £35 million
Total - £111million

In the NHS Board, the post holder will have responsibility for pan lothian "hosted" services. These may be varied from time to time to suit the requirements of the NHS Board and its' partnerships. Based on 2020/21 budgets, the postholder will have operational responsibility for Health resources of £150 million. This is split:

West Lothian Health and Community Services - £128 million
Hosted Lothian Oral Services - £16 million
Hosted Lothian Podiatry Services - £4 million
Total - £150 million

Within the West Lothian Integration Joint Board, the postholder will hold the role of Chief Officer with strategic planning responsibility for delegated functions as set out in statute and within the agreed West Lothian Integration Scheme. Based on 2020/21 budgets, the postholder will have strategic planning responsibility for Adult Health and Social Care resources used by the population of West Lothian. These resources total £243 million and are set out below:

Delegated Adult Social Care Services - £76 million
Delegated West Lothian Health and Community Services - £113 million
Delegated Share of Lothian Hosted services for West Lothian - £24 million
Delegated Share of Acute Hospital Services for West Lothian - £30 million
Total – £243 million

The IJB does not employ staff. The Chief Officer will remain within the Council or NHS Lothian but will follow the IJB's direction for the delivery of integrated services and report back on performance.

Services Managed:

Social Care Services for Adults and Older People

Mental Health, Council and Health

Learning Disability, Council and Health

Physical Disability, Council and Health

Council Care Home Facilities for Children and Older People

NHS Community Children's Services

Local Authority Children and Families Services

Criminal Justice Social Work

Pan Lothian "hosted" services to be determined

24 GP Practices

Health Visiting

District Nursing

School Nursing

Allied Health Professions in St John's Hospital and West Lothian Community

3 Community Hospitals: St Michaels, Tippethill and Maple Villa

Role of Directorate

The Health and Social Care Partnership (HSCP) is responsible for planning and delivering Health and Social Care services in West Lothian. It has the delegated authority and the service budgets to deliver integrated health and social care services to the population of West Lothian. It brings together those who plan, manage and deliver community and some hospital services in West Lothian.

The function of the HSCP is to:

- Create capacity to deliver services more innovatively and effectively for West Lothian involving staff and partnership with staff in NHS, Local Authority and Independent Contractor services.
- Shape services to meet local needs by directly influencing the NHS Board, the Council and West Lothian public, patient and carer involvement.
- Integrate health services within the community and between acute and community, and integrate and Council services, underpinned by service redesign and clinical networks and by appropriate contractual and financial systems.
- Working in partnership with local communities, voluntary organisations and other stakeholders to promote preventative approaches and community capacity building.
- Work to improve health and tackle inequalities in health and promote policies that address poverty, deprivation and public protection.
- Deliver the NHS and Local Authority responsibilities to the population.

Key result areas

- Supporting the IJB and its Committees, ensuring appropriate infrastructure is in place to support the business of the Partnership. Ensuring standard operating procedures are in place to deliver the work of the IJB and comply with all statutory guidance. Produce annual performance plans to comply with Audit arrangements.
- Develop the integrated planning of Health and Social Care Services, ensuring the management, planning and commissioning of services meets the objectives of the IJB and statutory requirements as defined in the Strategic Plan, by providing strategic leadership and direction.
- Lead the integration of services through the co-ordination, the preparation and the application of key strategic documents including Service Plans and Joint Commissioning Plans.
- Manage inspection and audit activity relating to the delivery of services defined in the IJB Scheme and undertaken as part of the Joint Commissioning plan.
- Design and implement, in partnership with both organisations and with their staff side/Trades Union representatives, organisational arrangements, including locality arrangements, which are fit for purpose, taking into account statutory and professional responsibilities and accountabilities and deliver objectives on time and within budget.
- Manage and be accountable for all allocated budgets to meet the agreed objectives of the Joint Board, ensuring that financial targets are achieved within the resources available.

- Ensure that the responsibilities of the Council's Chief Social Work Officer are effectively supported and delivered and that the requirements of NHS clinical governance are met.
- Develop and secure effective partnership working with a range of key stakeholders, including voluntary and private sector providers, trades unions/professional organisations, carers and staff to achieve optimum development of services taking account of the NHS Scotland Staff Governance Standard, and West Lothian Council requirements for Best Value arrangements of all three organisations.
- Ensure business support arrangements from the Council and NHS Board enable the Partnership to deliver its statutory responsibilities.
- Lead the cultural changes required to achieve 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 and create a strong partnership ethos.
- 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.
- Ensure that all employees working within the functions delegated to the Partnership are managed in accordance with the appropriate policies and procedures, staff governance frameworks and the application of health and safety and equal opportunities legislation.
- Develop and implement a communication and engagement strategy which addresses effective engagement with communities and frontline employees and which supports innovative practice and local solutions to health inequalities and shapes the Partnership's Strategic Plan.
- Lead and manage provision of sufficient resourcing for the overall service to meet the objectives in the Strategic Plan and within the resource constraints set by the Council and NHS Lothian.
- Lead development of strategies which ensure that the Council and NHS Board meet policy and service targets, including developing workforce plans, capacity plans, joint plans and the delivery of the health inequalities agenda.
- Lead transformational change with key stakeholders to shift to care models that are sustainable, fair for all, and that put the person first in a shared decision-making partnership with health and care professionals.
- Lead service planning to ensure that each area of activity has a robust operational, performance and development plan incorporating relevant standards, performance measures and targets and that service delivery is monitored, measured and appropriately reported.
- Ensure a robust performance management framework is in place to measure service delivery and that a continuous improvement approach to care and performance delivers the quality agenda and standards.
- Ensure that service operational plans are designed to deliver the strategic objectives of the HSCP, Council and NHS Board.
- Establish and implement a robust approach to risk management to ensure the HSCP has a proactive and co-ordinated approach to clinical, care and business risks including managing the effect of tensions in the risk environment.

Assignment and review of work

- The post holder is accountable to the Chief Executives of NHS Lothian and West Lothian Council for operational performance and achievement of jointly agreed strategic objectives.
- The role is largely self directing and the post holder is directly accountable for the strategic planning, transformation and resourcing of health and social care services.
- The post holder works under broad direction within the parameters of Government priorities and policies for health and social care.
- The post holder has an annual appraisal with both Chief Executives and regular performance review sessions.

Most challenging parts of the job

- Working with diverse professional groups/professional representative bodies, different terms and conditions in two organisations, different trade unions/staff involvement environments, different governance and accountability arrangements. The post holder will need to show determination and create momentum in translating the vision into joint operational organisational arrangements.
- Creating effective collaboration between politicians, stakeholders, voluntary organisations, service users and the public in order to deliver services seamlessly across interfaces between Health, Social Care and Third Sector organisations, such that increasing demand for services is met within resources.
- Bringing substantial public / patient focus to locality and service planning in order to improve the health of the local population and to address health inequalities effectively.
- Leading teams through complex delivery agendas and competing and conflicting priorities in terms of resources and timescales, whilst gaining the co-operation and agreement of stakeholders to deliver both local priorities and corporate goals.

Communications and relationships

The post holder will manage a network of complex communications, both formal and informal, to achieve objectives, ensuring that staff and stakeholders are informed and involved. There will be significant interaction with Council services in the HSCP and some parts of the Council that are not in the HSCP eg Education, Transport, Housing, with other HSCPs, with Acute Hospital and Tertiary Services, across the rest of the NHS Lothian, with the wider NHS in Scotland.

Lead collaboration at a strategic level by working with key stakeholders including politicians, health and social care professionals, users of services, carers, commercial and non commercial providers of health and social care services and by ensuring effective management team and committee arrangements, strong relationships with community and voluntary organizations, and strong relationships with elected members.

Internal Communications

Council Corporate Management Team

Council Elected Members

Executive Directors of the NHS Board

Non Executive Directors of the NHS Board Clinical Directors

Other Professional Leads

Senior Managers in Health and Council

Senior Corporate Managers in Health and Council

Trade Union / Professional Body and Partnership Representatives

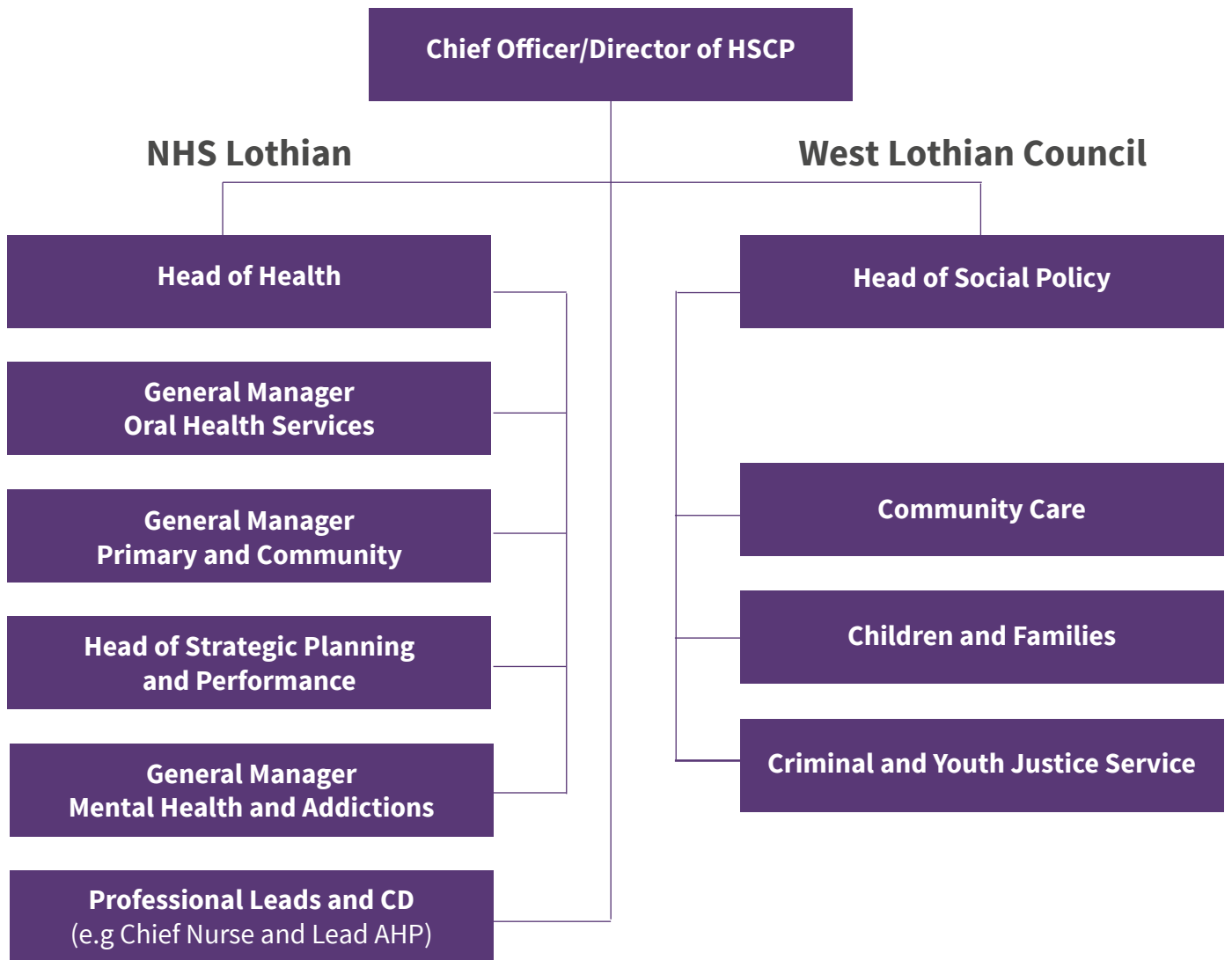
External Communications

Health and Social Care Regulators Other IJB Chief Officers

Service users and the public Third Sector organisations Scottish Government

National Clinical Interest Groups National NHS Boards

3. Organisational Chart



4. Person Specification

Qualification and training

- Masters level degree qualification or equivalent level of knowledge/training/experience in an appropriate discipline.
- Management qualification or equivalent senior management skills (Desirable).

Leadership

- A resilient and inspirational leader with integrity at their core, able to create a clear sense of purpose for the Partnership and be inclusive of other stakeholders.
- Experience of leading at senior management level in an organisation of comparable size and complexity within a relevant sector and of leading across sectors including local government, NHS and Third Sector.
- Evidence of the ability to provide clear, strong and motivational leadership to create a high performance culture and manage effective networks and partnerships.

Setting policy, strategy

- The ability to create and drive a sustainable organisational strategy putting service users at the centre of shared decision making partnerships with health and care professionals.
- Experience of working in partnership with statutory partners and other key stakeholders in Community Planning Partnerships to address health inequalities and improve outcomes for local communities.
- Understanding of the political context and ability to manage governance in a political environment.
- Experience of implementing a range of strategies including a workforce strategy across a range of multi-disciplinary and interagency staff groups (Desirable).

Management

- Experience of integrating services and of managing delivery of seamless transition between services for service users.
- Knowledge of statutory framework within local government, NHS or Third Sector environment with a particular focus on achieving effective service delivery at a time of significant change and financial challenges.
- Ability to interpret and understand complex financial and budgetary information and experience at a senior level of managing financial resources including financial planning, monitoring and control.
- Experience of managing services to operate within the frameworks for performance standards, governance, and business resilience of Council and NHS Board.

Change and transformation

- Ability to conceptualise the need for change and transformation and demonstration of a high level of knowledge of current thinking on the models of delivery of health and social care systems.
- Ability to manage change effectively within culturally diverse and politically sensitive environments and to implement models of care which are sustainable, fair for all and provide better outcomes.
- Evidence of engaging General Practitioners in developing innovative solutions to challenges in health care delivery. (Desirable).
- Experience of successfully leading transformational change in a complex organisation.
- Evidence of leading and developing an inclusive culture where organisational values are integral to care delivery and service performance.
- Ability to challenge existing systems, practices and processes to ensure these are fit for purpose.

5. About West Lothian

- ⊕ Located in the central belt
- ⊕ Easy commuting distance of both Glasgow and Edinburgh.
- ⊕ Excellent road and rail links with direct rail links from its 12 stations to Edinburgh and Glasgow.
- ⊕ West Lothian has the youngest and fastest growing population in Scotland.
- ⊕ A vibrant business friendly community with a good track record in attracting inward investors.
- ⊕ Property costs are 30% lower than Edinburgh or Glasgow.
- ⊕ Steeped in history and with attractive country parks, quality shopping and a variety of entertainment.
- ⊕ Livingston is the fastest growing shopping centre in Scotland.
- ⊕ Family friendly attractions including; the Linlithgow Canal Centre, Linlithgow Palace, Almond Valley Heritage Centre, Scottish Owl Centre and the Five Sisters Zoo.



Key facts about West Lothian Health and Social Care Partnership

- Supports a population which has undergone significant change over the past 20 years in demography, physical environment and in its economy
- Serves a population of around 182,000 with projected growth significantly exceeding the Scottish average
- Has one of the fastest growing populations of older people in Scotland which will require services to be substantially redesigned to cope with demand in coming years
- Supports strategies to reduce inequality and improve significant differences in health and life expectancy between West Lothian's most and least deprived communities
- Has strong relationships with the Third and independent sectors, carers, community planning partners and the wider community with representatives involved in finding effective and sustainable ways to improve outcomes for people in West Lothian
- Works closely with colleagues in primary and secondary care with significant progress having been made in the development of community supports to underpin a 'Home First' approach and the redesign of urgent care
- Is reshaping future priorities to move away from care delivered at the point of crisis to a much more planned and preventative approach. We know that better outcomes can be achieved through early intervention

West Lothian Health and Social Care Partnership (WLHSCP) is developing integrated health and care services which improve the wellbeing, safety and quality of life for people living in West Lothian, particularly those most at risk in society

Strategic priorities include:

- Achieving positive outcomes and early interventions for children, young people and their families
- Improving quality of life for adults and older people
- Reducing inequality and the impact of poverty and the cycle of deprivation
- Reducing crime and improved community safety
- Achieving positive health outcomes for the population

Overall, the West Lothian Health and Social Care Partnership (WLHSCP) has responsibility for a range of community health services and social work/social care services for older people, adults, children and families and people in the criminal justice system in West Lothian.

It makes a significant contribution to three key strategic planning partnerships:

- Integration Joint Board and its Strategic Planning Group
- Children and Families Strategic Planning Group
- Safer Communities Strategic Planning Group



The partnership has set out ambitious plans for the future in key strategic documents which include:

- IJB Strategic Plan 2019 - 2023
- Children's Services Plan 2020 – 2023
- West Lothian Community Justice Strategic Plan 2019 -2024

Future Priorities:

The experience of responding to the pandemic has taught us that rapid change is possible and we are reshaping our future priorities in key areas such as:

- Engagement
- Technology
- Workforce
- Tackling inequality

6. West Lothian Integration Joint Board

West Lothian Integration Joint Board was formally established in October 2015. The Board is made up of voting and non-voting members as follows:

Voting Members

Four councillors
Four NHS Lothian non-executives

Non-Voting Members

Chief Officer/Director
Chief Finance Officer
Chief Social Work Officer
Three professional health advisors
West Lothian Council Staff Representative
NHS Lothian Staff Representative
Carer Representative
Voluntary Sector Representative
Service User Representative
<http://westlothianhscp.org.uk/hsci>

Strategic planning

The Board approved a new Strategic Plan (2019 to 2023) in April 2019 following a review of its strategic priorities. You can view a copy of the Strategic Plan here:

<https://westlothianhscp.org.uk/IJB-strategic-plan>

Vision

Recognising the different needs of vulnerable groups when designing and delivering services and ensuring all adults are able to live the lives they want as well as possible, achieve their potential to live independently and exercise choice over the services they use are key elements of our vision:

“To increase wellbeing and reduce health inequalities across all communities in West Lothian”

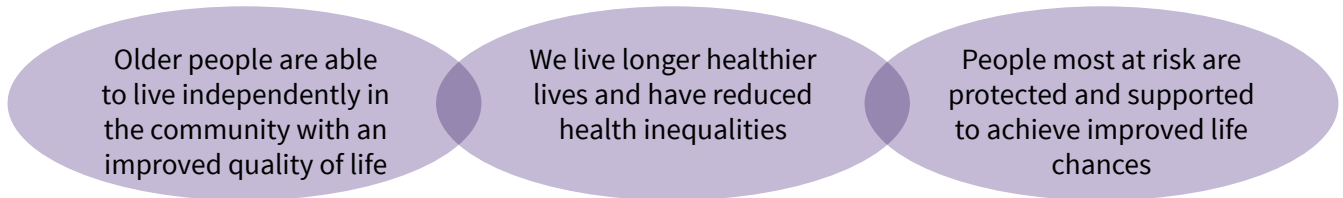
Our values

The IJB has aligned NHS and Council values with the policy intentions of health and social care integration to create a set of values.



Outcomes

We have developed and designed our Strategic Plan to deliver the nine national health and wellbeing outcomes for integration. Through delivery of the plan we also aim to meet local outcomes where:



Challenges

Economic Challenges

Both West Lothian Council and NHS Lothian are facing significant financial challenges over the next five years.



Population Projections

West Lothian's population is growing and is expected to increase by 10,000 over the next 5 years. At the same time, the over 75 years population will increase by 25%. These changes will result in more demand for health and social care services.

Health Inequalities

There are significant differences in health outcomes between some communities and individuals with an 8-10 year gap in life expectancy between the most deprived and least deprived in West Lothian.

Long Term Conditions and Complex Needs

Over a third of people in West Lothian are living with one or more long term conditions which affects their wellbeing.

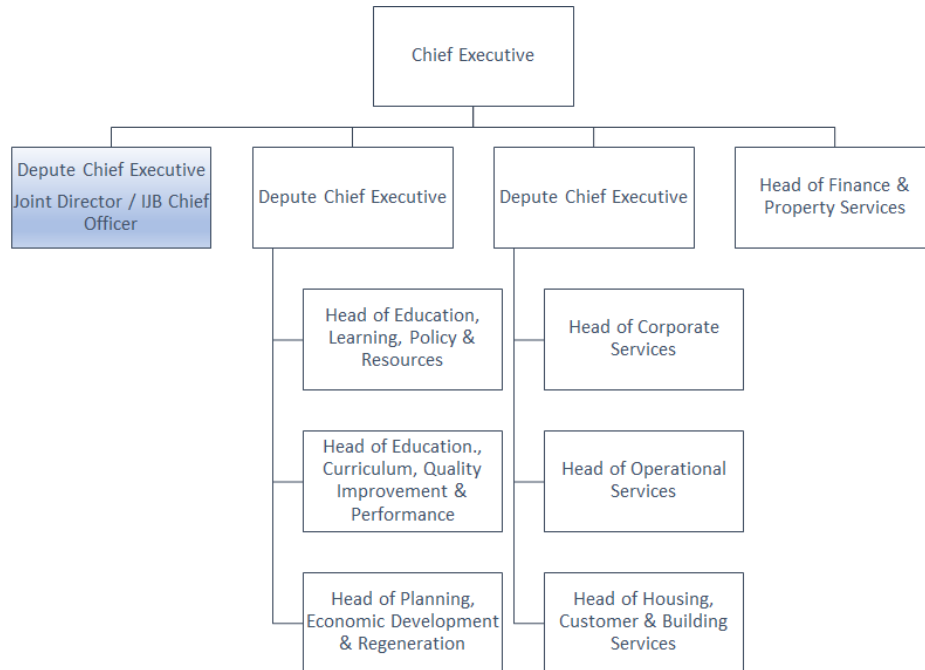
Workforce

The age profile of the workforce together with fewer people choosing a career in health and social care is impacting on sustainability making it harder to recruit and retain a skilled personal care workforce.

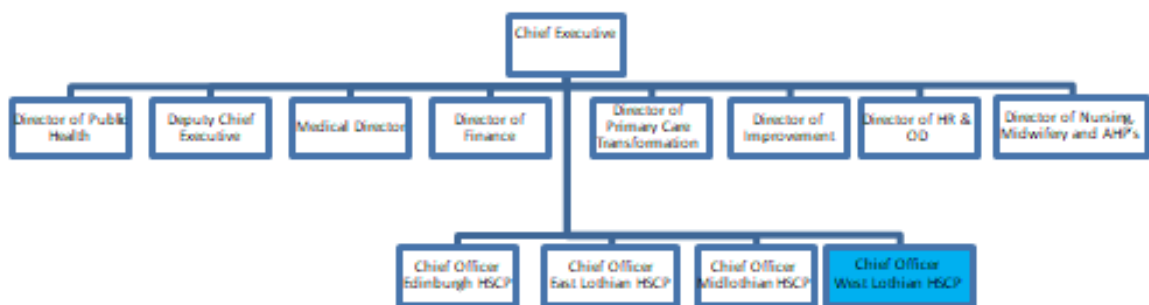
Shifting the Balance of Care

We need to provide more care in the community to reduce avoidable hospital admissions and support people to return home or to a homely setting as soon as possible

West Lothian Council Structure



NHS Lothian Structure



7. Appointment Arrangements

Applications

You must complete an application form for this post.

Employment references

Please include name, address and telephone number of two referees. Candidates should state their relationship with each referee. Employment references will be taken up for candidates who are short-listed. If candidates wish to be advised before we contact their referees, this should be indicated clearly beside their names.

Evidence of qualifications

Candidates will be required to bring evidence of their qualifications to the short-list interview.

Application Process

Applicants are to apply using the online myjobscotland recruitment portal www.myjobscotland.gov.uk

Medical assessment

The preferred candidate following the short- list interview will be required to undergo pre-employment health screening.

Criminal conviction check

Due to the nature of this post, it is exempt from the Rehabilitation of Offenders Act 1974 and convictions, whether spent or unspent, must be declared. Candidates called for a short-list interview will therefore be required to complete a declaration form. Guidance will be provided with the invitation to the short-list interview. For the successful candidate, a Protection of Vulnerable Group check may be required for this post.

Immigration, Asylum and Nationality Act 2006 – Prevention of illegal working

Candidates must be eligible to work in the UK. The successful candidate will be required to provide original evidence of his/her eligibility to work in the UK. Guidance on suitable documentation will be provided.

Canvassing

Candidates should note that canvassing councillors or NHS Board members in support of their application, either directly or indirectly, in connection with this post will lead to disqualification.

Provision of false information

Candidates should also note that the provision of false information or the omission of material information in their application, or at interview may lead to the offer of employment being withdrawn or summary dismissal.

Interview arrangements

Prior to interview short-listed candidates may be asked to participate in an assessment centre, including on-line psychometric assessment and meeting with the Chief Executives of the NHS Lothian and the Council

Closing date for completed applications is Sunday 28 February 2021.

8. Summary of terms and conditions of employment

Reflecting the joint nature of this appointment, the successful candidate will have the option of being appointed on the terms and conditions of either West Lothian Council or NHS Lothian, that will include the salary.

West Lothian Council Terms and Conditions

Conditions of Service are those of the Scottish Negotiating Committee for Chief Officers as adopted and amended by West Lothian Council

Salary

The salary ranges from: £118,976 – £126,664 per annum and is paid monthly by bank credit transfer. Annual increments are paid on 1st April each year provided you have not less than six months service in the pay band.

Pension Fund

Employees may join the Lothian Pension Fund which is part of the Local Government Pension Scheme (LGPS). The Scheme is a statutory local government scheme and the Council pays some of the cost. Employee contributions are tiered and depend on an individual's pay. The rates are reviewed annually. The rate for this post is approximately 10% of salary. More information about the fund can be found at www.lpf.org.uk

Sick pay

Sick pay entitlement will depend on the length of continuous service and provides, after 26 weeks service, five weeks at full allowance and five weeks at half allowance, rising after five years to 26 weeks at full allowance and 26 weeks at half allowance.

Hours of work

Hours of work for a full time post are 36. There is a requirement for Chief Officers to work additional hours as necessary to meet the demands of the post.

Holiday entitlement

The leave year runs from 1 January to 31 December. Annual leave entitlement depends on continuous service, starting with 25 days and rising to 30 days after 5 years service. There are also an additional 7 public holidays in a year.

Relocation Assistance Scheme

West Lothian Council has a scheme to assist employees with the costs associated with moving house to take up employment with the council. Application of the scheme is discretionary and the Chief Executive in consultation with the Head of Corporate Services, will agree the package to be offered to a new recruit. The council reserves the right to vary the range of the package offered dependent on the new employee's current circumstances.

Period of notice

Appointment is subject to termination by either side giving 12 weeks' written notice.

Political restriction

The post is politically restricted under the terms of the Local Government Housing Act 1989. This means that the post holder is restricted in his/her activity with a political party.

Other Employment

The post holder may not engage in any other business or take up any additional employment without the express consent of the Chief Executive in consultation and agreement with the IJB.

NHS Lothian Terms and Conditions

Agreement on Pay and Conditions of Service is as per the Scottish Government, Executive and Senior Management Pay and Conditions of Service 2016-17.

Salary

Salary: Executive Band F, currently ranging from £92,614 - £124,518 per annum (paid monthly by bank credit transfer). Pay progression is based on Government agreed annual cost of living awards and performance related uplift.

Pension fund

The appointment is superannuable under the NHS (Scotland) Superannuation Scheme unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuation contributions in accordance with the scheme. Costs and contributions are available on the SPPA website: www.sppa.gov.uk

Person Centred

Sick pay

Sick pay entitlements will be in accordance with the provisions of the NHS Staff Council. Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two months' half pay during the first year of service, up to six months' full pay plus six months' half pay after completing first years of service.

Hours of work

Flexible dependant on the hours necessary to meet the demands of the post. For pay purposes the full time hours for the post will be deemed to be 37.5 hours per week.

Holiday entitlement

Annual holiday entitlement is 27 days annual leave per year on commencement, rising to 29 days after 5 years' service, and 33 days after 10 years' service. There are also eight fixed public holidays in a year.

Relocation

Relocation expenses will be payable to the successful candidate in accordance with the Board's Policy. NHS Lothian will pay up to 10% of the employee's basic salary as a grant towards removal expenses. There is scope for this percentage to be increased up to a maximum of 15% in exceptional circumstances subject to agreement from the NHS Lothian's Deputy Director of HR and Employee Director.

Period of notice

Appointment is subject to termination by either side giving 3 months written notice.

Other Employment

The postholder must obtain prior written approval of the line manager in order to take up any other additional paid employment. The postholder should not engage in any outside employment or in any activity which would in any way conflict with the interest of the Board or be inconsistent with the position held in the Board.