

Candidate information Pack:

Interim Chief Officer

(Moray Integration Joint Board)

www.moray.gov.uk





Contents

Welcome	3
Terms and conditions of appointment	4
Recruitment Process and Timetable	4
Job identity and core competences	5
Notes for Applicants	14
Indicative summary of general conditions of service	16

Welcome

Thank you for your interest in the role of Interim Chief Officer for Moray Integration Joint Board.

This is a temporary opportunity to join our management team as Interim Chief Officer for Moray Integration Joint Board for a period of approximately 6 to 9 months while the recruitment and selection for a permanent appointment is undertaken as soon as practicable during this period.

This is a unique and challenging role leading transformational change in the Health and Social Care services that affect the lives of every single resident of Moray.

We are seeking an Interim Chief Officer who is passionate about the delivery of health and social care that is seamless from the perspective of the patient, service user, carer or family; can clearly communicate the coherent vision, values and culture which underpin delivery of the Strategic Plan and whole system change to improve outcomes for the population of Moray.

There is accountability to the Integration Joint Board, Moray Council and NHS Grampian. Maintaining clear, meaningful accountability to all partners while meeting the needs of the population of Moray will be vital to success in the role.

Alongside this challenge of integrated working, are the service priorities you might expect. Improved health care and living conditions mean people are living longer, with rising numbers living with long term conditions. This increasing demand coupled with the move towards early intervention and the current financial environment will require you to build on our already strong foundation of transformational change to deliver health and social care that is seamless, whole system based and clearly focussed on improving outcomes for adults in Moray.

This is an exciting opportunity to influence and shape the future of health and social care services. It requires an inspirational leader who can bring to bear their experience of developing and improving health and/or social care services to deliver results for our new integrated service. You will have a focus on improving outcomes combined with the resilience and practicality to make the very best of partnership working.

If you'd like a flavour of what it might be like to "Come and enjoy the magic of Moray, one of the most stunningly beautiful places on earth" please check out our YouTube film: <https://www.youtube.com/watch?v=jHFNbb3EVIQ> (Note; filmed prior to Covid-19 restrictions).

Informal enquiries should be made to either:

John Mundell

Interim Chief Executive
Moray Council

chiefexecutive@moray.gov.uk

Adam Coldwells

Interim Chief Executive
NHS Grampian

adam.coldwells@nhs.scot

Terms and conditions of appointment

The appointment of Interim Chief Officer is by the Integrated Joint Board (IJB). The IJB is not an employer and the postholder will therefore be employed on either Moray Council or NHS Grampian Terms and Conditions of Employment.

The successful candidate can opt whether to be employed by Moray Council or NHS Grampian and will be appointed on either health or council terms and conditions, depending on which organisation is most attractive to the individual. It is anticipated that candidates with a health background would prefer NHS and candidates with a local authority background would prefer council. The post will be equally accountable to both organisations and will have reporting requirements into both council and health management structures.

The operational role that the Interim Chief Officer will fulfil is set out in the Integration Scheme that Moray Council and NHS Grampian have agreed and which has been approved by Scottish Ministers.

Salary:

Moray Council:	£127,001
NHS – Executive Senior Management Grade F:	£101,379 to £134,214

Recruitment Process and Timetable

Process

- Applications should be made via www.myjobscotland.gov.uk. We encourage electronic applications, however a paper application form is available on request by phoning the Contact Centre on (01343) 563384.
- The closing date for applications is **12 noon on Friday 31 May 2024**
- Interviews will take place on Tuesday 4 June 2024 at Moray Council Headquarters

Proposed timetable

- Closing Date: Friday 31 May 2024
- Short Listing complete: Saturday 01 June 2024
- Interviews: Tuesday 04 June 2024

Job identity and core competences

Job Identity

- **Post title:** Interim Chief Officer (Health and Social Care Integration)
- **Accountable to:** To Chief Executives of NHS Grampian and Moray Council and the Integration Joint Board
- **Grade:** NHS Exec Grade
Chief Exec Point 02

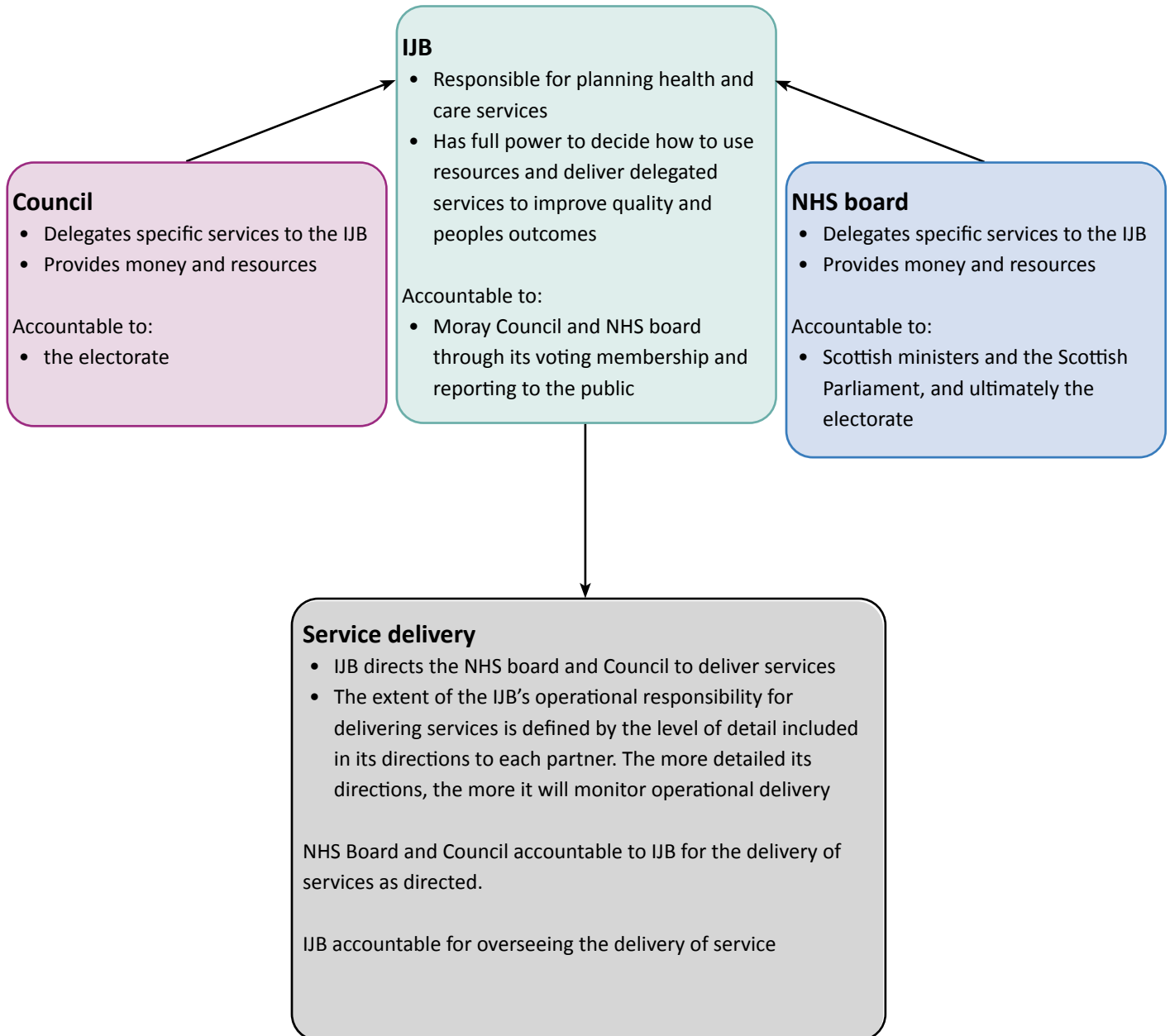
Job purpose

- To agree and pursue best outcomes for patients, service users, carers and families within the Moray Partnership area, by leading the development of the Integration Scheme and Strategic Plan, in accordance with the provisions agreed within the Public Bodies (Joint Working)(Scotland) Act 2014. This would include systematic review of the Integration Scheme which has to be agreed between NHS Grampian and Moray Council prior to submission to the Government and Scottish Parliament for any changes.
- To lead a programme of transformational change to deliver health and social care that is seamless from the perspective of the patient, service user, family or carer; to design and communicate a coherent vision, values and culture to underpin delivery of whole system change to improve outcomes for adults in Moray.
- To lead on behalf of the Integration Joint Board, the planning, resourcing, performance management and operational delivery of all integrated services within the Strategic Plan.
- To operate and manage the integrated budget for adult health and social care service provision, to ensure delivery of the services agreed in the Integration Scheme.
- As a Director level officer both with Moray Council and NHS Grampian, and therefore with a wider corporate role, participate as appropriate in the corporate and strategic management and governance of both organisations and be accountable for ensuring that the organisations corporate and strategic objectives are reflected and met in the services for which you are responsible.
- The post holder will lead the integrated systems of governance, finance reporting and performance and will be accountable to the joint partners for the performance of the partnership.
- The post holder will maintain and continuously develop appropriate integrated risk management processes that are fit for purpose and which provide assurance to the Integration Joint Board and its partner bodies.
- The post holder will be the accountable officer for certain delegated NHS services which require a pan-Grampian arrangement. In these circumstances the post holder will be responsible for the strategic planning, budgetary management, performance and governance arrangements, in relation to the acute sector pathways the hosting Chief Officer will be responsible for Strategic Planning alone. In carrying out these responsibilities they will be required to collaborate with fellow Chief Officers pan-Grampian to ensure appropriate services for the people of Grampian.
- The post holder will also be responsible via the NHS Grampian Interim Chief Executive for any NHS services outwith the scope of the Integration Scheme which are delegated to the Chief Officer role.
- The post holder will also be responsible, via Moray Council Interim Chief Executive, for any Council services outwith the scope of the Integration Scheme, which are delegated to the Chief Officer role.

Dimensions

- The postholder manages approximately 1,500 staff
- Total current aligned budget for adult health and social care services and community mental health services is approximately £201m.

IJB model and organisational chart



Reporting relationships

- The Interim Chief Officer has a complex reporting arrangement with accountability to the Integration Joint Board and the two (Interim) Chief Executives of the partner organisations. The accountability for the day-to-day delivery of services is to the two (Interim) Chief Executives. The diagram in Section 4 above, taken from an Audit Scotland report, shows the relationship between the IJB, the Council and the NHS. This is also a complex arrangement which the Interim Chief Officer has to navigate ensuring their accountability to Moray Integration Joint Board is clear whilst the organisational delivery of Moray Health and Social Care is also clear with the (Interim) Chief Executives.
- The post holder is expected to work with a diverse range of stakeholders across Health, Council, Voluntary and Third Sector and other partner agencies.
- The postholder will also work closely with the relevant Directorates within Scottish Government.

Key area responsibilities

- Develop and implement strategies for continued integration of Health and Social Care Services, within Moray, ensuring the management, planning and commissioning of services meets Moray Council and NHS Grampian policy objectives and statutory requirements as defined in the Strategic Plan, by providing strategic leadership and direction.
- Lead the ongoing integration of services, to ensure integrated service planning and performance management arrangements are in place and deliver agreed outcomes. This will include the co-ordination, the preparation and the application of key strategic documents including Service 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 Moray Council Committees.
- 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, take into account statutory and professional responsibilities and accountabilities and deliver Leadership Group objectives on time and within budget.
- Propose, allocate and be accountable for budgets for services to meet the objectives as agreed by the Integration Joint Board, within Moray 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.
- Lead initiatives within Moray to ensure that, via the Integration Joint Board, Moray Council and NHS Grampian deliver the necessary outcomes, meet policy requirements and relevant targets.
- Develop and secure effective partnership working with a range of key stakeholders, including voluntary, third 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 Community Planning Partnership arrangements.
- Review and develop, via the Integration Joint Board, relevant NHS Grampian and Moray 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 NHS Grampian and Moray Council whose responsibilities are covered by the Integration Joint Board.

- Manage and retain oversight of preparations for inspection and audit activity relating to delivery of services defined in the Integration Joint Board Agreement.
- 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 operate as a key member of Moray's public service "family", planning and developing services, innovative approaches and strategies that impact on the health and wellbeing of the population.
- 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.

Current scope and function

- assessment and care management functions (adults over 18 years with a learning or physical disability, adults over 18 yrs with mental health problems, older people, carers)
- home care
- commissioning
- 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 functions for adults and older people, including statutory MHO service
- all substance misuse functions and activity
- all children and families social work functions and activities
- all primary care and social care functions and activities for carers
- all primary care functions including GMS and prescribing
- community hospital in-patient, some out-patient and day hospital functions and activities
- pharmacy
- dentistry
- palliative care functions operating in Moray
- all community and specialist nursing operating within Moray
- all physiotherapy, speech & language therapy, occupational therapy, dietetics and podiatry functions operating within Moray
- primary and community health support functions
- adult support and protection
- Health Improvement
- Some Public Health expertise currently within NHS Grampian HQ
- Hosted Pan-Grampian services

Note: this list is not exhaustive and may be subject to change

Qualifications and training

Essential

- Degree in an appropriate function/profession or equivalent

Desirable

- Post graduate qualification in an appropriate function/profession
- Membership of relevant professional body

Experience

Essential

- Effective high level leadership, experience of partnership working and significant people management skills.
- Substantial senior management experience in a large complex and multi-functional organisation, preferably within Health or social care.
- Successful track record in managing organisational and culture change and managing modernisation programmes in a large complex organisation.
- Significant financial management, strategic, risk and budget planning experience.
- Experience of providing advice and guidance in a public service context.
- Success in leading, managing and inspiring employees and of building and motivating effective senior teams.

Desirable

- Experience of creating and harmonising a range of large scale services in a public sector environment.
- Leadership and senior management experience in a public sector organisation.

Knowledge and skills

Essential

- Leadership skills in delivering change and driving forward continuous improvement and best value agendas.
- A comprehensive understanding of public services in health and care environments and the contexts within which they operate.
- Ability to self direct
- Determination and ability to create momentum in translating the vision into joint operational organisational arrangement.
- The political acumen and skills to develop effective corporate working relationships within two complex organisations.
- The ability to provide visible supportive leadership which will effectively empower employees and foster a positive and supportive organisational culture.
- The ability to effectively manage and monitor performance at individual, service and corporate level.
- High degree of political sensitivity.
- Financial acumen
- Commercial awareness
- Strong analytical skills
- Excellent communication skills
- Ability to travel

Operating environment

Accountability

In view of the joint accountability to both Moray Council and NHS Grampian, there will be an annual joint objective setting and appraisal process. Joint review sessions involving the respective Interim Chief Executives of the parent organisations and the post holder, these will be arranged on a regular basis. These sessions will consider both the operational performance and delivery of jointly agreed strategic objectives on an as and when required basis to address issues pertinent to both organisations.

Working relationships

Working closely with the Interim Chief Executives of Moray Council and the NHS Grampian, and together with Integrated Joint Board, senior officers, Elected Members and Non-Executive Members of NHS Grampian and external partners to formulate service development strategies.

Develop and secure constructive relations with a diverse range of stakeholders across Health, Council, Voluntary and Third Sector and other partner agencies, promoting public awareness and involvement.

Represent Moray Council and NHS Grampian at local and national level, influencing policy initiatives being developed by the Scottish Government through the consultation process.

Ensure that members of the Integration Joint Board are fully aware of developments and have the information and assistance to make policy decisions.

Additional requirements

Driving compliance

Essential requirement given the geography of Moray.

Politically restricted

This is a Politically Restricted position as identified by the Local Government and Housing Act 1989. Further information on restrictions as a result of this designation is available by visiting the recruitment pages.

Rehabilitation of Offenders

This post is exempt from the Rehabilitation of Offenders Act 1974 by the Exclusions and Exceptions Scotland Order 2003, applicants invited to interview will be asked to complete a Criminal Record Declaration Form (CRDF).

Core competencies

NHS leadership framework

- Demonstrating Personal Qualities

Local Authority Group

- Communicating
- Persuading and Influencing

Required behaviours

- Politically aware when communicating sensitive information
- Is open and non-judgemental in discussing difficult issues with others
- Presents compelling arguments by understanding and anticipating the agendas of others
- Highly developed partnership, advocacy, oral and written skills that are persuasive and influential
- Acts with integrity
- Ability to engage with others to build productive relationships with key stakeholders

NHS leadership framework

- Demonstrating Personal Qualities

Local Authority Group

- Planning Organising and Managing Work

Required behaviours

- Approaches extremely complex planning activities with confidence
- Adapts quickly and accordingly to changing situations and priorities of strategic importance
- Ability to forward plan taking account of the external environment and harnessing opportunities and challenges to the benefit of service delivery in Moray
- Ability to design, plan and program work to manage service priorities and provide effective leadership and balance within a customer focussed environment

NHS leadership framework

- Analysis and Problem Solving

Local Authority Group

- Planning Organising and Managing Work

Required behaviours

- Envisages critical areas of uncertainty and influencing factors to problem solving
- Sound financial and commercial awareness, with strong analytical skills and a creative approach to problem solving

NHS leadership framework

- Analysis and Problem Solving

Local Authority Group

- Initiative and Decision Making

Required behaviours

- Takes decisions on a wide range of subjects and levels of importance without upward approval
- Takes considered decisions with long term strategic consequences
- Makes transparent, yet ambitious, difficult or unpopular decisions to achieve outcomes
- Seizes opportunities to achieve results and takes personal responsibility for making things happen

NHS leadership framework

- Developing Self

Local Authority Group

- Achieving personal work goals and objectives

Required behaviours

- Establishes own development goals and career plan
- Manages own development and performance
- Is committed to continuing personal development
- Reflective and insightful
- Commitment to work across departmental and professional boundaries
- Ability to establish good personal relationships based on trust and integrity and to generate enthusiasm and commitment to innovative ways of working

NHS leadership framework

- Working with others and managing services

Local Authority Group

- Customer Focus

Required behaviours

- Supports and promotes a customer focused culture
- Balances customer expectations with statutory NHS Grampian and Moray Council policy and resource limitations
- Tactfully involves and consults with key stakeholders, building relationships and listening to their views
- Develops networks and encourages contribution

NHS leadership framework

- Working with others and managing services

Local Authority Group

- Leading and Managing People

Required behaviours

- Openly appreciates and provides positive feedback to teams
- Motivates teams, providing them with clear direction and targets, and works to remove barriers
- Demonstrates trust in others to perform effectively
- Takes responsibility for team performance
- Articulates the Partnerships vision, demonstrating values in action and helping staff to identify how their role supports this
- Understand, lead and motivate others to deliver results, providing clarity on priorities and responsibilities and recognising the contributions of others, commitment to long term development of self and others

NHS leadership framework

- Creating the Vision and setting direction

Local Authority Group

- Providing Direction
- Formulating strategies and concepts

Required behaviours

- Positively drives the Partnership forward
- Effectively contributes executive leadership perspectives to the development of the vision
- Works to break down silo thinking, encouraging a strategic, partnership and corporate perspective and approach
- Influences the vision within the wider public service and embodies the vision
- Evaluates impacts, critically evaluating services to ensure these are person-centred, safe and effective

NHS leadership framework

- Improving services and creating the Vision

Local Authority Group

- Collaborative Working

Required behaviours

- Displays stature and presence to gain commitment and loyalty
- Creates an environment where people willingly work together to achieve NHS Grampian and Moray Council goals and vision
- Nurtures partnership relationships, championing the customer first approach

NHS leadership framework

- Improving services and creating the Vision

Local Authority Group

- Change Management

Required behaviours

- Leads the implementation of change, embracing new and different approaches
- Establishes consensus about the priorities for change
- Drives forward change taking advantage of opportunities presented by the Integration
- Champions continuous improvement across both the organisations
- Encourages improvement and innovation, facilitating a transformational approach to change

NHS leadership framework

- Delivering strategy

Local Authority Group

- Achieving Success

Required behaviours

- Effectively leads the establishment of clear performance objectives and Service priorities
- Drives forward individual and service performance and Partnership improvement, accepting overall responsibility, including monitoring and review
- Effectively evaluates and manages emerging corporate risk
- Sound commercial and financial awareness and ability to control costs



Notes for Applicants

Completion of the application form

- Please read the Job Description carefully. Applicants will be shortlisted in relation to the essential and desirable criteria as stated in the Job Identity and Core Competencies.
- Applications will be shortlisted solely on the basis of information provided by applicants on their application form and references. Members of selection panels are not permitted to make assumptions about you or to take account of any personal knowledge they may have about your qualifications/experience. Therefore, please complete the application form fully yet concisely.
- To ensure consistency and fairness for all applicants, candidates must adhere to the word count limitations in all sections of the online and paper application. Additional content will not be considered in the recruitment process.
- Online applications can be submitted via www.myjobscotland.gov.uk
- Alternatively, an application form may be completed in type and returned to Jobsline, Moray Council, Council Office, High Street, Elgin, IV30 1BX. Please mark your envelope 'Application - In Confidence'. To ensure that your application is considered, please return it by the closing date as stated.

Disclosing criminal history information

Many local authority and health jobs are defined as exempted employment within the terms of the Rehabilitation of Offenders Act (Exclusions & Exemptions) (Scotland) Order 2003, as amended. Where this Order applies, Candidates will be required to declare with their application and/or at interview any convictions, offences, conduct or circumstances that apply to them whether or not these would, in terms of the Act, be classed as "spent". The information will, of course, be treated in the strictest confidence. The declaration form is issued to candidates as an addendum to the application form. Please complete the declaration form in accordance with the guidance notes provided on the form and return it with your completed application. In such cases, if an offer of appointment is made, failure to have brought any conviction, offence, conduct, or circumstances that may have applied, to the notice of the interviewing panel could lead to withdrawal of the offer of appointment or to disciplinary action, including summary dismissal where appropriate.

References

All candidates are required to provide details of referees who can provide references covering the previous 3 years of employment. One of these must be your present or most recent employer, where relevant. References will only be taken up for candidates shortlisted for interview. It will be assumed that it is in order to approach your referees without further consultation unless indicated on the application form as instructed.

Education and qualifications

If you are applying for a post that has a requirement for specific qualification(s), any offer of appointment will be subject to you providing evidence of such qualification(s) at interview.

Canvassing

Canvassing of members for the Council or officers of the Council and NHS directly or indirectly in connection with an appointment shall result in the candidate being disqualified. This means that you should not in any way try to influence anybody that may be connected with the shortlisting or interviewing of the post.

Declaration

You are asked to sign a declaration on the application form that the information provided is true and complete to the best of your knowledge and belief. If you are appointed and it is subsequently discovered that you have made a false statement on the application form, the Council reserves the right to terminate your appointment.

Equal opportunities in employment

All employees and applicants for employment will be given equal opportunity in recruitment, in training and promotion to more senior posts, irrespective of age, race, colour, sex, marital status, political or religious belief or disability. Selection decisions will be based solely on objective criteria related to the requirements of the position. The Council will interview all applicants with a disability who meet the essential criteria for a job vacancy.

Asylum and Immigration Act 1996

Employers must ensure, under Section 8 of the Asylum & Immigration Act (1996), which any prospective employee is legally entitled to live and work in the UK. Applicants will be required to provide documentary evidence, at the interview stage, in the form of a Passport or National Insurance number (e.g. P45, P60) and full birth certificate. If you do not have a National Insurance number but you are entitled to live and work in the UK, you will be asked to supply documentary evidence to support this. If you have any queries, please contact the Department to which you are applying.

Complaints procedure

If you feel your application has been unfairly treated, you can write to the Head of Human Resources, ICT and Organisational Development at Council Office, High Street, Elgin, IV30 1BX, explaining the nature of your complaint. Your complaint will then be investigated and a reply sent to you.

Indicative summary of general conditions of service

Hours

Moray Council

Normal full-time hours of work are 36¼ per week Monday to Friday, although you will be expected to work reasonable hours required to do the job.

The Council operates Flexible Working on the understanding that the service to the public is maintained at all times to the highest standard.

NHS

This post is full time. For pay purposes the working week will be deemed to be 37.5 hours.

Annual leave

Moray Council

The Council's leave year operates from 1 January to 31 December each year. The annual leave entitlement for a full calendar year is 34 days including 5 floating days in lieu of local holidays.

In addition, the 7 public holidays recognised by the Council will be granted as holidays with pay.

NHS

Your annual leave entitlement will be 27 days excluding statutory holidays. The leave year will run from 1 April to 31 March.

Relocation

Moray Council

As a permanent Local Government employee, if the appointee takes up post with the Council from outside Moray and is thereby required to move their home, they will be eligible for relocation and resettlement allowances. Full details are available from Human Resources Services and confirmation should be sought before committing to any expenditure.

Politically restricted posts

Moray Council

The Local Government and Housing Act 1989 aims to ensure political impartiality of Local Government employees. The post of Chief Officer (H&SCM) is designated as a politically restricted post.

Pension

Moray Council

The LGPS is one of the best and easiest ways to plan for the future and offers an excellent range of benefits including:

- A secure pension underwritten by Government meaning your pension is guaranteed by law
- You don't have to worry about making investment decisions on the basis that your pension builds up each year based on how much you earn
- The employer pays in too covering around 2/3rds of the cost of your pension
- You will pay less tax, as your pay is taxed after contributions have been deducted
- There are options to pay more or less which enable you to boost your final pension if you so wish

NHS

New entrants to NHS Grampian who are aged from 16 to 75 will be contractually enrolled into membership of the NHS Superannuation Scheme (Scotland) (the scheme) unless prevented by the scheme rules from becoming a member.

The scheme is a qualifying pension scheme, which means it meets or exceeds the Government's standard and is administered by the Scottish Public Pensions Agency (SPPA). Further details are contained in the SPPA starter letter and all benefits as well as employee and employer contribution rates are explained on the SPPA website <http://www.sppa.gov.uk>

If you wish to opt out of the scheme the required form must be obtained from the SPPA website or by contacting the SPPA.

Should you be prevented by the scheme rules from becoming a member NHS Grampian will automatically enrol you, subject to eligibility, into NEST (National Employment Savings Trust) and we will provide you with further information at that time.