



Aberdeen City Health & Social Care Partnership
A caring partnership

Head of Strategy and Transformation

Candidate Information Pack



Head of Strategy and Transformation

| Aberdeen City Health and Social Care Partnership |

| www.aberdeencityhscp.scot |



Welcome

Aberdeen is an exciting place to live, work and visit and it's a very exciting time to join the Aberdeen City Health and Social Care Partnership. We are a new organisation, responsible under our Integration Joint Board for providing joined-up, person-centred health and social care services for adults across the City. We have a real focus on improving health and wellbeing outcomes and enabling people to live at home or as independently as possible and are ambitious to become one of the leading health and social care partnerships in Scotland.

We are looking for a Head of Strategy and Transformation, who can share our vision and ambition, provide leadership to the integrated strategic planning and commissioning function across the full thematic range of commissioning activities of the new, Aberdeen City Health and Social Care Partnership. As Head of Strategy and Transformation you will set the direction, under the Integration Joint Board (IJB), for the market shaping and facilitation strategy for the partnership and lead our partnership work with our third and independent sector providers by developing appropriate strategies that reflect the ambitions of the Partnership's Strategic Plan.

If this sounds like the sort of challenge you're looking for, please read on; we very much look forward to receiving your application.



Judith Proctor
Chief Officer



Jonathan Passmore
Chair

Head of Strategy and Transformation
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What does Aberdeen have to offer?

Aberdeen lies at the heart of a region recognised for its quality of life. It's a city which effortlessly combines the benefits of metropolitan life with a range of sporting activities and outdoor pursuits as well as easy access to the stunning scenery of Royal Deeside and the beautiful North East coast.



Arts and Culture

Along with a fantastic range of first class shops, hotels and restaurants, the city has a varied cultural scene, so you're sure to find something to interest you. We have an exciting calendar of events throughout the year including an International Youth Festival, Aberdeen International Football Festival, Highland Games and International Market. His Majesty's Theatre and the Music Hall attract a range of West End shows and famous names and our art gallery and museums hold some of the finest collections in Scotland.



Sports and the Outdoors

If you enjoy sports and the great outdoors, there are a number of sporting facilities within the city, including Aberdeen Sports Village, Beach Leisure Centre, Transition Extreme and Aberdeen Snowsports Centre. And if golf's your game, there are a great variety of golf courses both within and around the city.



Our parks and gardens are second to none and if you venture further afield, you'll find we're an easy drive to the Cairngorm Mountains for walking or skiing, while Royal Deeside, the North East coast and whisky and castle trails are just as accessible.

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Schools and Universities

Aberdeen has an excellent range of educational facilities from nursery, primary and secondary schools to further and higher education institutions.

We are proud to offer two of Scotland's most successful and well respected universities. The University of Aberdeen is Scotland's third oldest university. It is located in the picturesque and historic area of Old Aberdeen and attracts students from around the world, whilst the Robert Gordon University is described as modern and dynamic, and is consistently ranked amongst the UK's top universities. North East Scotland College, one of Scotland's largest and most successful colleges is a key partner in completing our top class city offering.



Living in Aberdeen

We have a variety of housing options within the city centre, suburbs and rural areas with a choice of properties ranging from traditional granite flats and townhouses to new-build properties or unique cottages and farm steadings. For more information, please visit www.aspc.co.uk



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Transport

Aberdeen is fortunate to have an excellent transport network as well as a high standard of accessible public transport services across the city and to the surrounding areas of Aberdeenshire. The city is also well served by frequent bus and train links south to Edinburgh, Glasgow and beyond, as well as north to Inverness and the Highlands. Aberdeen International Airport is just a 15 minute drive from the city centre and offers extensive domestic and international flights.



Health

We're proud to offer first rate healthcare provision – within Foresterhill, Europe's largest Health Campus, there's NHS Grampian's largest hospital, Aberdeen Royal Infirmary, a new Emergency Care Centre, the state-of-the-art Royal Aberdeen Children's Hospital, Aberdeen Maternity Hospital and the University of Aberdeen's School of Medicine and Dentistry.

To find out more about Aberdeen and the surrounding area, please go to www.aberdeencity.gov.uk



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The Role

The Head of Strategy and Transformation will provide leadership to the integrated strategic planning and commissioning function across the full thematic range of commissioning activities of the new, Aberdeen City Health and Social Care Partnership. As Head of Strategy and Transformation you will manage, deploy and co-ordinate all resources in a well-planned and controlled manner, ensuring that service requirements and resource levels are fully identified and support our transformation programme by shaping commissioned delivery in line with the IJB's Strategic Plan.

You will develop linkages and greater coordinated working both within the service and with other services across the Public, 3rd and Independent Sectors, and other key stakeholders, to ensure that the service contributes to the development and delivery of the National Health and Wellbeing Outcomes. As Head of Strategy and Transformation you will lead the Partnership's Performance approach and support the IJB and Executive Team in utilising performance information in support of evidence-based decision making.

The salary range for the role is as follows:

Aberdeen City Council: £68,124

NHS Grampian: £56,665 - £69,860 *(anticipated grade)*

The reason that two salary scales are attached to the role is that the Council and the NHS are distinct employers and have separate schemes for assessing pay. Accordingly, it has been determined that if the successful candidate comes from either a Health or Local Government background and has continuous service, they will be appointed on their respective organisation's terms and conditions of employment and the identified salary grade for that organisation.

If the successful candidate does not come from either Health or Local Government, they may choose which organisation will be the employer and the salary grade and terms and conditions of that employer will apply.

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How to Apply

We hope that you have found the information in this pack useful and informative and that we have inspired you to make your application.

If you would like to discuss the role, please contact:

Judith Proctor, Chief Officer, on 01224 655725

Email: jproctor@aberdeencity.gov.uk.

To apply, please go to:

www.aberdeencity.gov.uk/jobs

or

www.nhsgrampianjobs.org



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Selection Timetable

CLOSING DATE	Midnight, Sunday 9 April 2017
SHORTLISTING	Week commencing 17 April 2017
ASSESSMENT CENTRE AND INTERVIEWS	Week commencing 24th April 2017 Date TBC



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ABERDEEN CITY HEALTH AND SOCIAL CARE PARTNERSHIP JOB PROFILE

1 Job Details	
Job Title:	Head of Strategy and Transformation
Job Profile No:	
Directorate:	Aberdeen City Health and Social Care Partnership
Service:	Executive Team
Version Date:	20.7.16

2 Job Purpose

To provide strategic leadership to the integrated strategic planning and commissioning function across the full thematic range of commissioning activities of the new, Aberdeen City Health and Social Care Partnership.

To set the direction, under the Integration Joint Board (IJB) for the market shaping and facilitation strategy for the partnership and lead our partnership work with our third and independent sector providers by developing appropriate strategies that reflect the ambitions of the Partnership's Strategic Plan.

To manage, deploy and co-ordinate all resources in a well-planned and controlled manner, ensuring that service requirements and resource levels are fully identified and support our transformation programme by shaping commissioned delivery in line with the IJB's Strategic Plan.

To develop linkages and greater coordinated working both within the service and with other services across the Public, 3rd and Independent Sectors, and other key stakeholders, to ensure that the service contributes to the development and delivery of the National Health and Wellbeing Outcomes.

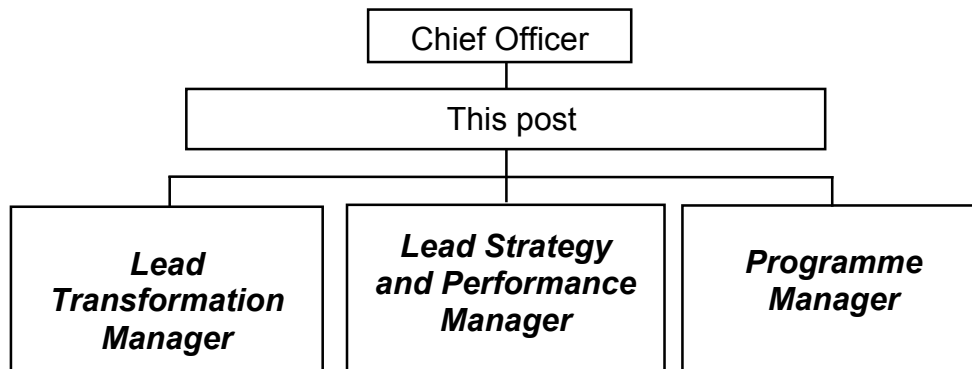
To lead the Partnership's Performance approach and supporting the IJB and Executive Team in utilising performance information in support of evidence based decision making.

To lead and line manage a team focussing on the partnership's strategic commissioning and transformation programme and which will include:

- Lead Transformation Manager
- Lead Strategy and Performance Manager
- Programme Managers
- Planning and Development Managers

This is a senior management post and as such the postholder will be required on occasion to deliver challenging information to stakeholder groups within the organisation and within the community that may be unpopular or controversial such as direct and indirect involvement with routine distressing or emotional circumstances such as imparting unwelcome news to staff e.g. unwelcome changes and dealing with 3rd party sectors e.g. review of services which could have a potential negative impact.

3 Reporting Relationships



4 Outcomes

The post holder will be expected to:

- Provide strategic leadership for continuous service improvement that embraces corporate priorities and initiatives, including through the professional development of teams and staff
- Develop collaborative and innovative new approaches to commissioning and drive the development of integrated strategic commissioning across the Partnership
- Develop a Commissioning and Market Facilitation strategy that reflects the ambitions of the Partnership's Strategic Plan and ambitions and which supports the development of sustainable, locality focussed commissioning approaches
- Lead on the development of relationship management with care providers and their local and national representative groups, and support them in developing new approaches through our Commissioning and Market Facilitation activity
- Lead on accelerating innovation through commissioning strategies which focus on self directed approaches and choice for the citizens of Aberdeen.
- Lead on the partnership's approach to the 'Intelligent Board' performance framework and its performance reporting function.
- Drive and deliver the development of detailed financial models which support inward commercial investment to provide quality, value for money services for the City
- Ensure effective communication through high quality reports, informal briefings and presentations to a variety of internal and external stakeholders
- Manage or co-ordinate teams and staff to deliver Partnership priorities and initiatives with staff resources deployed accordingly
- Act as the main link with colleagues in Contract and Procurement Services to ensure robust contractual arrangements, performance management and reporting in our commissioned services
- Lead relationship management with external bodies in relation to external

services such as the Care Inspectorate, as appropriate in relation to commissioned service provision

- Ensure that Partnership requirements are consistently met, including for business planning, performance management and budget monitoring. The post holder will, under the direction of the Chief Officer, have oversight of significant commissioning budgets (circa £50m) and will have responsibility for leading best value approaches to the use of this budget to ensure outcomes for people that use these services.
- Lead accountability for the implementation of systems and procedures in line with relevant statutory requirements and the proper application of corporate policies from both Partnership organisations
- Lead the coherent development of partnership policies and strategies in line with the strategic plan
- Lead on development of strategic commissioning policies/strategies which are innovative and ambitious and based on informed intelligence.
- Lead on our developmental activities to transform our service provision; support our understanding of what works and the impact of our activities and ambitions
- As part of the Executive team support and lead on relevant areas of the implementation of the strategic plan and development of the locality plans
- Support the development of the locality model as a basis for the commissioning and delivery of services, including development of locality performance processes and reporting
- Ensure the quality and effectiveness of our service provision and performance management data and intelligence in relation to commissioned services, or those provided under direction or which are hosted
- Lead on relationship management with our partner organisations; Aberdeen City Council, NHS Grampian and other providers who are delivering services on behalf of the Health and Social Care Partnership. In doing so the post holder will be expected to develop excellent working relationships with the Executive and Corporate Management Teams in both partner organisations.
- Review 'integration arrangements' to ensure they continue to be fit for purpose
- Undertake regular market, service and performance highly complex analysis in line with the requirements of the Integration Joint Board, partner agencies and Scottish Government where there are no obvious solutions
- Ensures appropriate governance standards are endorsed within the Partnership
- Support the Chief Officer as a member of the Executive Group which supports the IJB and leads on the development and implementation of our plans to be a high performing partnership;
- Represent, and deputise, for the Chief Officer where appropriate/necessary.
- Be a role model and ambassador for the values, behaviours, and aspirations

5 Knowledge

The post holder needs to be able to demonstrate an understanding or experience of:

- Strategic Commissioning of specialist care and support services
- Performance reporting and improvement in a complex setting
- Market facilitation and management
- Quality Improvement in health or social care context
- Intelligence led performance management processes and principles of the 'Intelligent Board'
- Partnership building and driving value for money
- Leadership and influencing in a complex, multi-dimensional organisation
- Health and Social Care integration and commissioning
- Strategic planning and delivery with partner organisations

6 Job specific skills and competencies

The post holder is expected to demonstrate:

- Excellent record of achievement at senior management level in a complex, multi-functional organisation
- Strong leadership and team working skills with a proven ability to forge partnerships and build positive working relationships
- Strong negotiating and influencing skills
- Strong relationship building skills
- Business planning skills with an ability to manage change and make long-term plans
- An ability to react to immediate problems of a highly complex nature with associated risk factors and deliver pragmatic solutions sometimes under extreme pressure
- An ability to lead from the front and exert positive influence over the performance of others

7 Organisational Behaviours

The post holder is expected to display the following behaviours:

Communication

- Makes sure there are appropriate, sufficient and effective communication channels in place for the team, service or organisation for example regular 1-2-1s and team meetings
- Keeps people up to date
- Communicates highly complex information clearly and concisely
- Is open and honest in communication
- Provides constructive feedback/ advice/ instruction

Customer Focus

- Encourages team and others to be customer focused
- Invests effort in making a difference to how services are planned and

delivered

- Works collaboratively across service/ team/ organisational boundaries to deliver excellent customer service
- Actively seeks out customer feedback to identify service improvements

Professionalism

- Is a role model for professionalism
- Is flexible and willing to support change
- Demonstrates honesty and integrity in their decisions and actions
- Is accountable and holds others to account
- Is task and solutions focused

Respect

- Recognises the time, effort and commitment of others
- Shows respect for people at all levels
- Supports corporate decisions once these are made
- Is fair and consistent in their approach

Creative Thinking

- Looks for more effective ways to improve the service and encourages others to come up with ideas and new ways of working
- Is prepared to take managed risks

Engagement

- Provides a shared vision and direction and aligns employee performance with team, service and organisational objectives
- Is accessible and approachable
- Ensures relevant mechanisms are in place to encourage engagement
- Encourages good working relationships
- Explains how decisions have been reached and involves people in decisions which affect them
- Delegates responsibility appropriately – strikes the right balance between giving guidance and giving responsibility

Future Focus

- Demonstrates knowledge of the organisation's vision, mission and aims and works to achieve these
- Manages budgets and/ or resources effectively and looks for opportunities to maximise budgets/ resources (circa £50m)
- Seeks to deliver results for the organisation
- Negotiates effectively
- Sees the bigger picture, both internally and externally, and takes this into account when making decisions
- Participates in audit as appropriate.

Team leadership

- Demonstrates a positive approach to work
- Manages change effectively
- Creates a work environment which promotes health, safety and wellbeing
- Is supportive and encouraging
- Represents team interests to higher management
- Creates a culture of learning e.g. coaches and mentors others
- Carries out effective performance review and development (PR&D) for their

team throughout the year i.e. provides regular review and support, recognises good performance, deals with under performance and records an annual summary of performance

- Responsible for undertaking Recruitment and Selection of direct reports; in addition usual management responsibilities such as Discipline and Grievance.

8 Requirements of the Job

The post holder needs to hold as a minimum:

- Educated to degree level in a relevant subject
- Have a relevant post-graduate qualification at Masters Level or evidence of working toward same

9 Development

The post holder must have undertaken or be committed to undertaking the following within a specified period:

- Relevant mandatory and statutory training required by the partners