

Report

Management Arrangements for the Edinburgh Integration Joint Board and Health and Social Care Partnership

22 September 2017



1. Executive Summary

- 1.1 This report informs the Edinburgh Integration Joint Board of the interim arrangements to cover for the vacant post of Chief Officer for the Edinburgh Integration Joint Board (and Director of the Edinburgh Health and Social Care Partnership) and seeks approval for the approach to recruitment to this post on a permanent basis.
- 1.2 The report also proposes the permanent recruitment of a Head of Operations and Head of Strategic Planning.

2. Recommendations

- 2.1 The Edinburgh Integration Joint Board is asked to:
 - 2.1.1 note that following the departure of Rob McCulloch-Graham, there is a requirement for interim and permanent arrangements to be put in place in relation to the role of Chief Officer for the Edinburgh Integration Joint Board
 - 2.1.2 approve the appointment of Michelle Miller, the City of Edinburgh Council's Head of Safer and Stronger Communities and Chief Social Work Officer as the Interim Chief Officer for the Edinburgh Integration Joint Board (IJB) pending a permanent appointment
 - 2.1.3 note that Alistair Gaw, Executive Director of Communities and Families for the City of Edinburgh Council will take on the interim Chief Social Work Officer role for the Council and provide advice in this capacity to the IJB
 - 2.1.4 note that the Strategic Planning function for the Edinburgh Health and Social Care Partnership (HSCP) will be led by Colin Briggs, NHS Lothian Director of Strategic Planning, on an interim basis.
- 2.2 The EIJB is recommended to consider and agree:

- 2.2.1 the proposed recruitment arrangements to appoint to the permanent post of Chief Officer for the Edinburgh Integration Joint Board (and Director of the Edinburgh Health and Social Care Partnership)
- 2.2.2 the proposed new senior leadership arrangements, namely the permanent recruitment to: 1) a new post of Head of Operations, to strengthen operational leadership and delivery of the HSCP; and 2) an amended post of Head of Strategic Planning to replace the Chief Strategy and Performance Officer, which would concentrate on development of the IJB's strategic plan, drafting of directions and commissioning.
- 2.2.3 that these proposals are subject to organisational change processes of the Council and NHS Lothian, including consultation with staff.

3. Background

- 3.1 The Public Bodies (Joint Working) (Scotland) Act 2014 requires Integration Joint Boards to appoint a Chief Officer.
- 3.2 The departure of the former Chief Officer has left a vacancy that requires to be filled on an interim basis pending the appointment of a substantive post holder.
- 3.3 In line with the Edinburgh Integration Scheme, the Edinburgh Integration Joint Board will appoint the Chief Officer, and s/he will be employed by one of the parties and will be seconded to the IJB.

4. Main report

- 4.1 The interim replacement of the Chief Officer was undertaken following the departure of the post holder. Due to the immediate requirement, the Chief Executives of the Council and NHS Lothian, in consultation with the Chair of the IJB, considered Michelle Miller to be a suitable interim candidate.
- 4.2 Michelle Miller's substantive post is Chief Social Work Officer for the Council and she is therefore a non-voting member of the EIJB. Guidance from the Scottish Government indicates that it is not advisable for Chief Officers to hold dual roles, therefore it has been determined that Alistair Gaw, Executive Director of Communities and Families who is suitably qualified and experienced for the role will take up the interim role of Chief Social Work Officer and therefore join the EIJB as a non-voting member.
- 4.3 There is a need to strengthen the strategic planning function for the IJB. The Chief Executives of the Council and NHS Lothian have made interim arrangements, in consultation with the Chair of the IJB, to agree that the strategic

planning function will be led by Colin Briggs, NHS Lothian Director of Strategic Planning.

- 4.4 The recruitment planning process for the Chief Officer (Director), Head of Operations and Head of Planning will be initiated as soon as the organisational change process has concluded. This is likely to be by the end of September 2017.
- 4.5 It is proposed that a search firm will be engaged to lead on the recruitment of the Chief Officer/Director role (through a firm procured by City of Edinburgh Council). It is envisaged that the Head of Planning and Head of Operations roles will be managed through media advertising.
- 4.6 The IJB is asked to approve the proposed recruitment arrangements outlined at 4.5. The recruitment pack for the Chief Officer/Director will be agreed by the Chair of the IJB and the Chief Executives of the Council and NHS Lothian.
- 4.7 The following key decisions will be brought back to the IJB for review and approval in October:
- the composition of the recruitment panel, including whether non-voting members should constitute a stakeholder panel
 - the recruitment timeline.

5. Key risks

- 5.1 The interim arrangements in place provide the leadership and stability required for the Edinburgh Integration Joint Board, however, it is critical that recruitment for a new permanent Chief Officer commences immediately.

6. Financial implications

- 6.1 The cost of recruitment to the Chief Officer vacancy (which is likely to be circa 11% of the base salary of the successful candidate).

7. Involving people

- 7.1 Full consultation and involvement of the Chief Executives of the Council and NHS Lothian, the Chair of the IJB and the agreed recruitment panel and relevant trade unions/partnership representatives regarding the other structural changes.

8. Impact on plans of other parties

- 8.1 The interim management arrangements are intended to minimise any potential negative impact, pending the appointment of a permanent Chief Officer/Director.

Background reading/references

17 July 2015 – Appointment of Chief Officer and Chief Finance Officer, Integration Joint Board.

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Appendix A – Health and Social Care Leadership Team

