

The City of Edinburgh Council

10am, Thursday 28 September 2023

Resource to appoint an Interim Service Director Operations, Edinburgh Health and Social Care Partnership (EHSCP)

Executive/routine
Wards
Council Commitments

1. Recommendations

It is recommended that The City of Edinburgh Council:

- 1.1 Note the requirement for additional temporary resource to backfill the position of Service Director Operations in the EHSCP on an interim basis for four months.
- 1.2 Note that additional resource is required to support the delivery of operational activity within the EHSCP.
- 1.3 Note that the Interim Chief Officer, in consultation with the Lord Provost and Group Leaders, under urgency provisions approved the recruitment of additional resource through a waiver to provide specific capacity to lead the operations directorate of the EHSCP.
- 1.4 Note the appointment of an Interim Service Director Operations, EHSCP, for a period of four months.

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Report

Resource to backfill post of Service Director Operations, Edinburgh Health and Social Care Partnership (EHSCP) on a temporary basis

2. Executive Summary

- 2.1 This report provides The City of Edinburgh Full Council with an update on the recruitment of an Interim Service Director Operations for the Edinburgh Health and Social Care Partnership (EHSCP). This appointment was discussed with the Lord Provost and Group Leaders under urgency procedures. This report homologates the initial decision taken under urgency procedures.

3. Background

- 3.1 There is a recognition that the EHSCP urgently needed to backfill the position of Service Director Operations, on a temporary basis, following the current incumbent being appointed to the position of Interim Chief Officer in June 2023.
- 3.2 Added to this, the position of Service Director Strategy became vacant in August 2023 which has placed an additional burden on the EHSCP Executive Management Team.

4. Main report

- 4.1 Following the departure of the Chief Officer in May 2023, the EHSCP management team has been operating without one director level post. The Service Director – Operations was formally appointed as Interim Chief Officer by Edinburgh Integration Joint Board on 13 June 2023.
- 4.2 Additionally, the Service Director Strategy retired in August 2023. Whilst the recruitment process to fill this role is underway in the meantime the gap places additional strain on the remaining members of the management team.
- 4.3 There is therefore an urgency to recruit to the Service Director role on an interim basis as the Interim Chief Officer is currently covering both posts. Given our significant improvement agenda, a temporary appointment is needed to support the Interim Chief Officer to lead the required improvements over the coming months. internal options to fill this gap have been explored but this would create a capacity gap elsewhere in the senior management team, at a time when additional senior

management capacity is required. Consideration has also been given to filling the role with a senior manager from the wider system. However, it has not proved possible to identify a suitable individual with adult health and particularly, social care experience, who could be moved into this critical senior operational management role.

- 4.4 To avoid further delay, the Interim Chief Officer consulted with the Lord Provost and Group Leaders to proceed with the appointment of a Service Director - Operations for up to 6 months. While not unanimous, the Lord Provost and majority of Group Leaders agreed under urgency the need for this post. The successful individual will act as Service Director - Operations, working to the job description attached at the appendix to this report. This decision was taken under urgency procedures set out in paragraph 4.1 of the committee terms of reference and delegated functions.
- 4.5 On this basis, the Interim Chief Officer and HR colleagues engaged Gatenby Sanderson, (who are on a Council framework) interviewed and appointed a suitable candidate on an interim basis week commencing 6 September 2023 for a period of up to 6 months. This report homologates that decision taken under urgency procedures.
- 4.6 As the permanent Chief Officer has since been appointed, the end of the contract for the temporary Service Director – Operations has been brought forward to end of December 2023, making the revised term four months, rather than six.
- 4.7 Detailed key performance indicators and outcomes for the period of the appointment will be developed by the Interim Chief Officer in consultation with the Chair and Vice Chair of the EIJB.

5. Next Steps

- 5.1 The additional resource appointed will make a significant contribution to the work of the EHSCP. As detailed above, key performance indicators will be agreed with the postholder.

6. Financial impact

- 6.1 As this is an integrated post (ie with responsibility for both social care and health services) the costs will be shared between the Council and NHS Lothian. The total costs of a contract of 4 months are estimated to be £85,956 maximum, including fees and will be covered within existing budgets.

7. Stakeholder/Community Impact

- 7.1 There are no direct stakeholder or community impact (positive / negative).

8. Background reading/external references

- 8.1 Not applicable.

9. Appendices

Job description – Service Director – Operations.

City of Edinburgh Council

Service Director Operations

Role Summary

Responsible to the Chief Officer Edinburgh IJB/Director Edinburgh Health and Social Care Partnership, the post will lead, manage and control the integrated operational delivery of services across the Edinburgh Localities, city wide services and hosted hospitals services, ensuring the safe delivery of care and services in accordance with the Integrated Joint Board's corporate objectives, the Partnership's delivery plans and within the context of Scottish Governments quality, financial and other performance and governance targets.

The Service Director of Operations will lead the localities and hospital-based teams through service change and redesign under the IJB's ambitious transformation programme to improve the efficiency and effectiveness of 24/7 services, underpinned by the Partnership's values and a culture of person-centred care. The Service Director will act as Senior Responsible Officer (SRO) on a number of programmes within both the transformation work and under the Budget Governance arrangements.

Main Duties and Responsibilities

As a member of the Executive Management Team for the Health & Social Care Partnership, the post will contribute to and participate in the setting of the strategic direction for services in NHS Lothian & the City of Edinburgh Council, working closely with colleagues in strategic planning, other partnerships, acute colleagues and Integrated Joint Board members.

In addition to their specifically allocated responsibilities the post will be required to:

1. lead the development of Council services at citywide and locality level. This will include: the development of policy, strategy and service delivery to deliver the best possible outcomes for the citizens of Edinburgh within the resources available.
2. demonstrate effective leadership and team working within their area of expertise and within the wider environment in which they operate to provide strong motivational leadership and a high performance culture.
3. identify opportunities for continual improvement and demonstrate effective management of change within a complex internal and external environment
4. demonstrate the effective management and development of resources to ensure best value with joined up, customer focussed service design and delivery

The post is a Chief Officer of the Council and as such is required to:

5. comply and ensure compliance with the Council's standing orders and procedures leading by example
6. ensure that allocated statutory responsibilities are properly discharged and that the Director and Council are fully and timeously appraised of performance and risk in relation to statutory responsibilities and performance reporting requirements

7. lead the delivery of Council services and the development of policy and best practice through a "one Council" and "one City" approach and partnership working with other services, agencies and organisations.
8. support the development of integrated locality teams which are empowered to work together to meet the needs of local communities, wherever possible through a focus on prevention and early intervention.
9. demonstrate and support effective planning and decision making at a strategic and operational level

10. lead the development and delivery of services based on a cooperative Council approach working in partnership with the communities they serve.

11. deputise for or represent the Director and or the Council on various bodies or committees as required.

12. undertake any other appropriate and relevant duties as directed by the Director, Chief Executive or the Council.

This post does not qualify for flexible working, flexitime, flexible retirement under the council's policies.

This post will participate in any organisational arrangement designed to ensure the proper and efficient running of the organisation.

As Head of Service you are a designated Information Asset Owner with responsibility and authority for any information assets which relate to your service area or function. This includes developing a network of Data Stewards to ensure that information within your service is properly managed in line with the Council's Information Governance policies. Training and guidance will be provided by the Council's Information Governance Unit.

The Council must abide by relevant health & safety and employment law, as well as the common law duty of care. All members of staff are required to take care for their personal health and safety and that of others who may be affected by their actions or inactions. You are therefore required to carry out your duties in a safe manner in accordance with instructions and in compliance with safety rules/procedures, regulations and codes of practice. You are required to advise your line manager if you become aware of any unsafe practice or condition or if you have any other safety concerns and should comply with accident and near miss reporting procedures.

If you supervise, manage or lead other staff, you are also responsible for ensuring that the Council's operations are carried out in such a way that ensures, so far as is reasonably practicable, the health, safety and welfare of those staff and that of any others who may be affected. You will therefore conduct relevant risk assessments and assign duties with appropriate instructions, in compliance with safety rules/procedures, regulations and codes of practice. You will address and/or escalate any issues of any unsafe practice, condition or any other safety concerns you identify or that are brought to your attention, taking appropriate advice as necessary and will ensure that accident and near-miss reporting procedures are understood and complied with.

Scope of the Post

The post is directly responsible for a total budget for the partnership is £500 million and c 4000 WTE employees. Services are delivered across 4 localities and a range of hosted hospital services.