

PERTH & KINROSS COUNCIL

Finance & Resources Committee

22 November 2023

LEADERSHIP REVIEW UPDATE – HEALTH & SOCIAL CARE PARTNERSHIP - SENIOR LEADERSHIP STRUCTURE

**Jacqueline Pepper, Chief Officer/Director - Integrated Health and Care
(Report No. 23/320)**

1. PURPOSE

- 1.1 This report provides a further update on the Leadership Review which was reported to Finance & Resources Committee on 20 June 2023 (Report No 23/195). The update relates specifically to the review of strategic leadership roles in the Health and Social Care Partnership led by the Chief Officer/Director – Integrated Health and Care.
- 1.2 This report sets out the new integrated leadership structure which is designed to better support the integration of health and social care services across Perth and Kinross.
- 1.3 The details in this report will also be considered by NHS Tayside as all of the posts are jointly agreed by the parties to the Perth & Kinross Integration Scheme, NHS Tayside and Perth & Kinross Council. The Chief Officer role and the Chief Finance Officer role are set in statute within The Public Bodies (Joint Working) (Scotland) Act 2014 and are appointments agreed by the Perth and Kinross Integration Joint Board.

2. RECOMMENDATIONS

- 2.1 It is recommended that Finance & Resources Committee:
 - Notes the content of this report which provides an update on the Leadership Review as it relates to the Health & Social Care Partnership; and
 - Approves implementation of the senior leadership structure for the Health & Social Care Partnership, acknowledging that these new integrated roles are subject to joint recruitment arrangements.

3. STRUCTURE OF REPORT

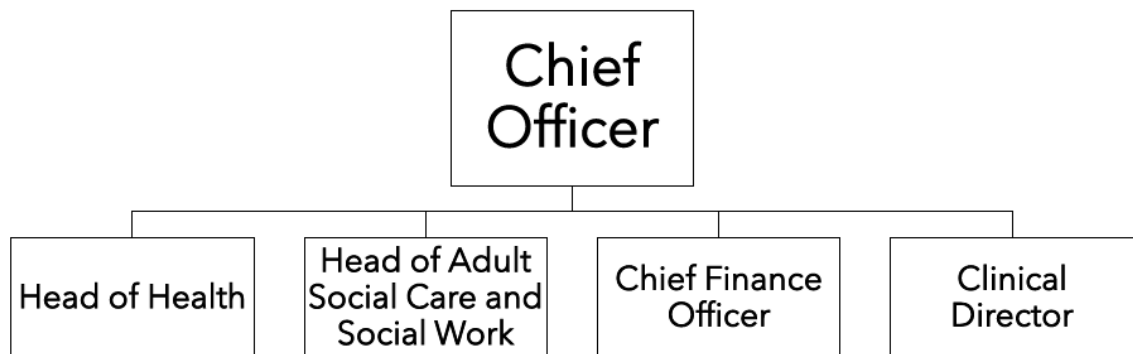
- 3.1 This report is structured over the following sections:

Section 4: Background
Section 5: New Senior Leadership Structure for HSCP
Section 6: Job Evaluation Outcomes and Grading Structure
Section 7: Implementation of the review

4. BACKGROUND

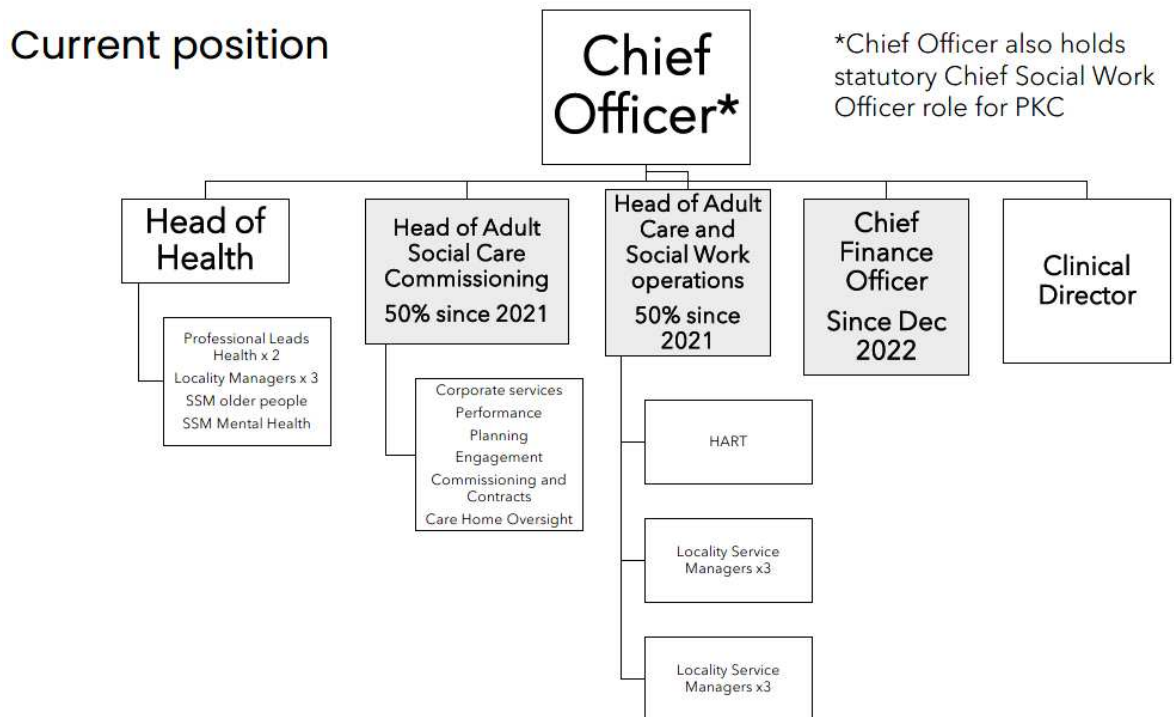
- 4.1 This section describes the current leadership arrangements within the Health & Social Care Partnership and provides an overview of the review of these arrangements, led by the Chief Officer/Director – Integrated Health and Care. The Chief Officer/Director – Integrated Health and Care and other senior leadership roles were outwith the scope of the initial phase of the leadership review within the Council led by the Chief Executive.
- 4.2 This review reflects our partnership working with NHS Tayside on integrated roles and joint appointments in order to give effect to the statutory duties outlined in The Public Bodies (Joint Working) (Scotland) Act 2014. This Act requires NHS Boards and Local Authorities to integrate the planning and delivery of health and social care services. These arrangements are further outlined in the revised Integration Scheme approved by Perth and Kinross Council and NHS Tayside Board in June 2022 (Report No 22/138).
- 4.3 The Health and Social Care Partnership has not revised its senior leadership structure since inception in 2016. The Chief Officer/Director – Integrated Health and Care reports to both the Chief Executives of Perth & Kinross Council and NHS Tayside, as well as the Perth & Kinross Integration Joint Board (IJB). The substantive structure is set out here:

Substantive structure



- 4.4 On appointment in May 2022, the Chief Officer/Director – Integrated Health and Social Care commenced a review of leadership arrangements after inheriting interim arrangements and initial proposals on restructure. It should be noted that this has taken place in the context of leading the recovery and remobilisation of local health and social care services in the aftermath and ongoing impact of Covid19. The current interim arrangements have been in

place for the Head of Adult Social Work & Social Care since January 2021 and for the Chief Finance Officer since December 2022 and are set out here:



- 4.5 The Chief Officer/Director has been leading a series of engagement events with staff working across the Perth & Kinross Health & Social Care partnership. These events focussed on values, the Perth & Kinross Offer and What Matters to You? in Partnership with the Alliance Scotland. This is about having meaningful conversations with individuals, carers and families in order to improve relationships; be more person-centred and informed about what can have the most benefit to the person receiving services; and lead to improved health and wellbeing outcomes, details can be found at this link <https://www.whatmatterstoyou.scot/>. A key finding is that staff want to be more integrated in the way they work and are organised.
- 4.6 Staff engagement within the partnership was ongoing while the Chief Executive of Perth & Kinross Council developed his proposals for a Leadership Review across council teams and took these to Finance & Resources Committee for approval in June 2023 (Report No 23/195). Senior leaders within the Partnership were also involved in the staff engagement sessions led by the Chief Executive which was important in terms of promoting collaborative leadership and a shared understanding of priorities between teams across the Council, the partnership and NHS Tayside.
- 4.7 The Chief Officer/Director was asked to bring forward proposals for an integrated leadership structure which is designed to strengthen integration across health and social care in Perth and Kinross. These proposals affect partnership staff who are employed by either Perth & Kinross Council or NHS Tayside. As such, these proposals are developed jointly with staff and trade unions, and with advice from HR representing both employers.

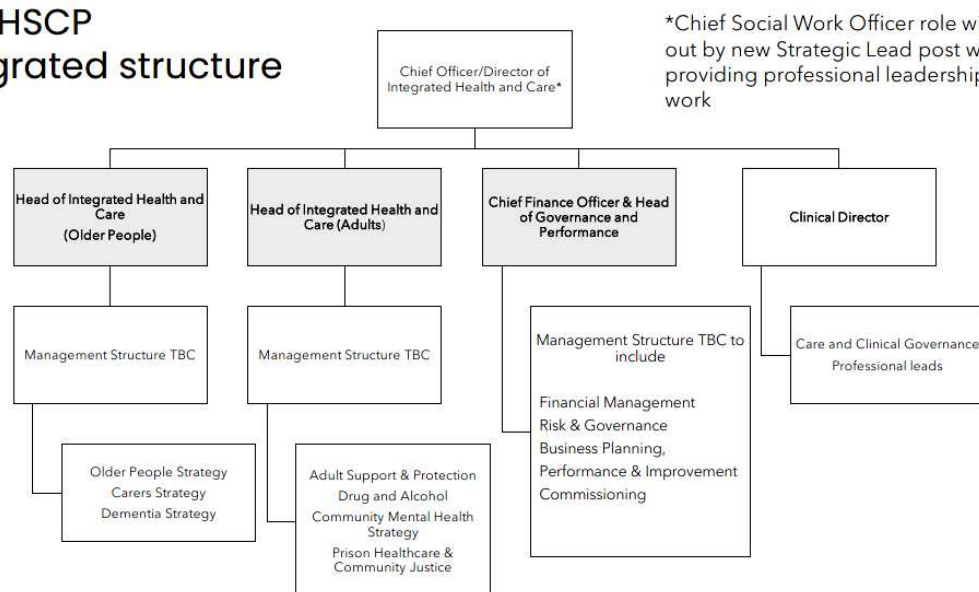
5. NEW INTEGRATED SENIOR LEADERSHIP STRUCTURE - HSCP

5.1 The revised integrated senior leadership structure for the Perth & Kinross Health & Social Care Partnership (HSCP) has been designed to provide the following essential ingredients for 'Making Integration Work': -

- strong **leadership**, effective **collaboration**, **clarity of purpose** and **strategy**;
- a **motivated** and **collaborative** working culture and cooperative team ethos;
- enhance and build further upon our **localities** and a **whole-system focus**;
- equip teams to be **motivated**, successful and **working in an integrated way** with the right range of **complementary expertise**; and
- provide **autonomy** and **freedom to innovate and deliver** within a constantly altering environment.

5.2 The new integrated senior leadership structure incorporates four direct reports to the Chief Officer/Director – Integrated Health and Care. Three of these posts are new. These are Head of Integrated Health and Care (Older People), Head of Integrated Health & Care (Adults) and Chief Finance Officer/Head of Governance & Performance. The existing filled post of Clinical Director will remain unchanged.

P&K HSCP Integrated structure



*Chief Social Work Officer role will be carried out by new Strategic Lead post within PKC providing professional leadership for social work

5.3 The statutory responsibilities of Chief Social Work Officer have been fulfilled by the Chief Officer/Director since her appointment to this role, moving with her from her previous role as Depute Director – Education & Children's Services and Chief Social Work Officer in May 2022. The new strategic leadership arrangements within the Council have incorporated the role of Chief Social Work Officer within the remit and responsibilities of the new post of Strategic Lead – Children, Families & Justice and will transfer when the

new postholder takes up his role in January 2024. As Chief Social Work Officer, this postholder will provide professional leadership and governance across all social work and social care services in the Council, the partnership and also in relation to the voluntary and independent sector in Perth and Kinross. The Chief Social Work Officer will also provide professional advice and guidance to the Perth and Kinross Integration Joint Board. This is consistent with other professional leadership roles for medicine and general practice, allied health professions and nursing.

- 5.4 The Public Bodies (Joint Working) (Scotland) Act 2014 requires two statutory posts to be appointed by the Integration Joint Board and these are the Chief Officer and the Chief Finance Officer. There is no other requirement in relation to the management and staffing arrangements to support integration. However, the Local Authority and the Health Board must provide the Integration Joint Board with support services to carry out its functions and make available such professional, technical, or administrative resources as are required to support the development of the Strategic Plan and the carrying out of delegated functions. They must also ensure that the Chief Officer will have appropriate corporate support and a senior team of 'direct reports' to fulfill their accountability for the Strategic Plan and for the safe delivery of integrated services.
- 5.5 The Chief Finance Officer of the Integration Joint Board will be accountable to the Chief Officer and the Integration Joint Board for the Annual Accounts, Financial Plan (including the Annual Financial Statement as required under Section 39 of the Act) and providing financial advice to the Integration Joint Board. The role of these two posts is to effectively lead and manage the combined budgets and staffing for services delegated to the Integrated Joint Board. In Perth and Kinross, this equates to a total budget of circa £280m; staffing of 2,000 and commissioning over £70m of services from independent and third sector providers.
- 5.6 The HSCP manages integrated health and care services through a network of primary care providers, two wards in Perth Royal Infirmary, four community hospitals, three wards in Murray Royal Hospital, in people's own homes, registered care services and in residential care home settings. The HSCP also manages all adult social work and social care including responsibility for adult support and protection and alcohol and drug services. In addition, the HSCP manages prisoner healthcare, podiatry and the public dental services for the whole of Tayside. The Chief Officer has a lead partner role in coordinating strategic planning for inpatient mental health, learning disability and substance misuse services for Tayside.

6. JOB EVALUATION OUTCOMES AND GRADING STRUCTURE

- 6.1 The new posts in the integrated senior leadership structure must be evaluated by both the Council and NHS Tayside using their respective job evaluation schemes in order to apply the appropriate salary grades. Integrated posts are subject to the joint appointment process which means that a joint recruitment

process must apply and postholders could be employed by either employer. The workforce change procedures applied by each employer must also be taken into account.

6.2 The Council uses the Hays Job Evaluation Method for chief officer posts. It provides an independent, transparent, and objective job evaluation exercise and an equal pay compliant scheme for chief officers, as other occupational groups are already covered by their own job evaluation methods. NHS Tayside conforms to the national arrangements for health services in the UK, Agenda for Change supported by the NHS Job Evaluation Scheme and the NHS Knowledge and Skills Framework designed to deliver fair pay, harmonisation of terms and conditions and career progression.

6.3 The salary grade for the post of Chief Officer/Director – Integrated Health & Care was approved in the same way by both employers and is graded as equal to the two new Director posts in the Council (Director - Economy, Place & Learning and Director - Strategy, People & Resources). The three new posts have now been evaluated and allocated a grade as follows: -

Post	Council Salary Level (Rates effective from 1/1/2024)	NHS Salary Level (Rate effective from 1/4/2023)
Head of Integrated Health & Care (Older People)	CO34 £99,064	Pending
Head of Integrated Health & Care (Adults)	CO34 £99,064	Pending
Chief Finance Officer/Head of Governance & Performance	CO34 £99,064	Band 8D £94,345 - £98,384

6.4 The new posts of Heads of Integrated Health & Care (both posts) and Chief Finance Officer/Head of Governance & Performance are graded by the Council at the same salary level as seven of the Strategic Lead positions within the Council.

6.5 There are no direct financial implications for the Council or NHS Tayside arising from the new integrated strategic leadership structure described in this report. Staffing costs within the HSCP are managed via an integrated budget and the gradings are in line with existing budgets within the HSCP.

6.6 A wider review of all leadership, management structures and capacity across the partnership will take place once the new integrated senior leadership team is in place. This work will be informed by a revised strategic commissioning plan, to be approved by the IJB in 2024, and by the transformation programme underway within the HSCP. Each member of the senior leadership team will complete a review of their areas of responsibility to strengthen integration of health and social care across Perth and Kinross and ensure that people receive the seamless support they need to live active, healthy, and independent lives in their own homes for as long as possible.

7. IMPLEMENTATION OF THE REVIEW

- 7.1 The arrangements for filling the posts within the new integrated leadership team structure will be determined following consultation with relevant trade unions and staff side in NHS Tayside. The arrangements will also be in line with the Council's Framework for Managing Workforce Changes and the equivalent NHS Tayside workforce changes processes. There are three new integrated leadership roles which will result in different reporting relationships amongst staff. The design of these new roles provided the opportunity to consider the incorporation of new leadership competences that post holders will be expected to demonstrate in future.
- 7.2 The Perth and Kinross IJB will be asked to approve the appointment process for the Chief Finance Officer – Head of Governance and Performance post and this will commence immediately following the IJB meeting on 29 November 2023. Following consultation with trade unions and staff side, if it is determined that any of the remaining two integrated posts require to be filled via matching or ring-fenced recruitment and this process results in posts not being filled, they will be opened up to wider teams in the Council and NHS Tayside and external recruitment. This could impact timescales for filling posts.
- 7.3 The timescale to have the new integrated senior leadership structure for the HSCP populated will be dependent on agreement with NHS Tayside and consultation with relevant trade unions and staff side. A communications and engagement plan to involve our employees, key stakeholders, Elected Members and partners, as appropriate, will be developed and managed for all stages of implementation. The support and co-operation of Elected Members and colleagues, as well as that of external partners, will be critical in the successful management of the transformation and transition to the new leadership structures.
- 7.4 Council officers will continue to work with NHS Tayside colleagues and staff side representatives on the implementation of the [Joint Working Agreement](#) (Report No 18/390) which was approved by the Strategic Policy & Resources Committee on 28 November 2018. The draft [Joint Working Agreement](#) and [Scheme of Delegation](#) will be reviewed to reflect the new integrated leadership arrangements. This agreement and scheme of delegation were designed to ensure formal governance arrangements are in place to protect the Council and its employees. It also ensures that we continue to promote fair, consistent and equitable treatment of employees. This is vitally important when leaders are making decisions about staff who are employed by a different employer. This will become increasingly the case as integrated roles are developed across the partnership.

8. CONCLUSION

- 8.1 This report provides an update on the Leadership Review transformation project as it relates to the Health & Social Care Partnership. It sets out a new

integrated senior leadership structure which has been designed to strengthen the integration of health and social care across Perth and Kinross.

- 8.2 Implementation of these new arrangements will provide certainty to staff and partners as interim arrangements have been in place for a number of years. This will provide a solid foundation for further integration of functions and activities as the Partnership delivers on a number of transformation and change projects and implements its [Strategic Commissioning Plan 2020 - 2025 which will be revised in early 2024](#).
- 8.3 The Committee is asked to consider the report and the recommendations therein, remitting the Chief Officer/Director – Integrated Health & Care to progress implementation of the integrated leadership structure for the Partnership.

Author

Name	Designation	Contact Details
Jacqueline Pepper	Chief Officer/Director - Integrated Health and Care	

Approved

Name	Designation	Date
Thomas Glen	Chief Executive	14 November 2023

Appendices

None included with this report.

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION, AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	Yes
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan

- 1.1 The proposals will contribute to the Community Plan's aim of safe, healthy and inclusive communities and the outcome of communities will have improved quality of life.

Corporate Plan

- 1.2 The proposals will contribute to the refreshed Corporate Plan 2022/23 to 2027/28 priorities.

2. Resource Implications

Financial

- 2.1 The financial implications are set out within the body of the report.

Workforce

- 2.3 The workforce implications are set out within the body of the report and have been subject to consultation with the recognised trade unions within the Council and the staff side within NHS Tayside. The HR policies and

procedures of the respective employers have been and will continue to be applied.

- 2.4 From the Council's perspective, the Corporate HR Manager and the Head of Finance/Section 95 Officer have been consulted and have indicated agreement with the proposals.

Asset Management (land, property, IT)

- 2.5 Not applicable.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 This section should reflect that the proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome: Assessed as **not relevant** for the purposes of EqIA.

Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Sustainability

- 3.5 Not applicable.

Legal and Governance

- 3.6 Not applicable.

Risk

- 3.7 Risk management will be an integral part of managing the implementation of the new leadership structure within the Health and Social Care Partnership.

4. Consultation

Internal

- 4.1 All employees affected by the changes have been involved in developing the new integrated leadership arrangements, with consultation with the respective Chief Executives of the Council and NHS Tayside.

External

- 4.2 The recognised Trade Unions and staff side body have been consulted on the proposals outlined in the report including the proposed approach to filling posts and have raised no objections.

5. Communication

- 5.1 A communications and engagement plan has been developed to ensure awareness across the Council, partnership and other organisations, as appropriate.