



Principal Social Work Officer

Fife Health and Social Care Partnership

December 2022





© NHS Fife 2020
Published November 2020

This document is licensed under the Creative Commons Attribution Non-commercial-No Derivatives 4.0 International licence. This allows for the copy and redistribution of this document as long as NHS Fife is fully acknowledged and given credit. The material must not be revised, transformed or built upon in any way. To view a copy of this licence, visit <https://creativecommons.org/licenses/by-nc-nd/4.0/>

Contents

Message from Director of Health and Social Care & Chief Social Worker	2
Post Advert	3
Job description.....	4
Organisational chart	15
Person specification.....	15
Health and Social Care Partnership Structure.....	18
Our vision, mission and values	25
Our Strategic Priorities	22
Our Leadership Success Statements	23
Integration In Action	25
National Health and Wellbeing Outcomes	28
Health and Social Care Standards	29
Joint Inspection	33
Key Resources	34
Appointment arrangements	35
Discover Fife	38

Message from Director of Health and Social Care & Chief Social Work Officer



Welcome

Thank you for your interest in the Principal Professional Social Work Officer role within Fife Health and Social Care Partnership. This post offers an exciting opportunity to work closely with both the Director of Health and Social Care and the Chief Social Work Officer (CSWO). You will be a core member of the Health and Social Care Partnership Integrated Senior Leadership Team and Lead on functions delegated from the CSWO for Adults, Older People and Social Care ensuring the voice and values of social work and a rights based approach are central to driving the transformation and reform of our health and care services for the citizens of Fife.

We are a forward thinking organisation constantly seeking to deliver High Performance and the outcomes of integration with a focus on quality, person-centred care and sustainable services. If you relish a challenge and have a passion for public service then Fife Health and Social Care Partnership will provide a great opportunity for you to realise your potential and influence important matters.

Amongst the larger Health and Social Care Partnerships in Scotland, we deliver a significant range of delegated services for a population of around 370,000 across the Kingdom of Fife. We are rooted in the communities and localities we serve and are driven by our vision to improve outcomes for our population by developing integrated health and social services delivered through our highly talented and committed workforce and close collaborative working with our partners in the Independent and Voluntary Sector. Being co-terminus with both NHS Fife and Fife Council being part of Fife Health and Social Care Partnership offers excellent opportunity to deliver a whole system “Team Fife” approach.

We require an outstanding Principal Professional Social Work Officer to work collegiately with the Senior Leadership Team to ensure that the highest standard of Adult and Older People’s Social Work and Social Care practice is embedded within the Health and Social Care Partnership assuring professional values, quality, safety and regulatory/policy requirements for all Delegated Social Work and Social Care Functions.

We are realistic in respect of the challenges we face, and are highly ambitious for our partnership, culture, staff and our communities. You will have a proven track record in values based leadership, professional social work practice and be committed to integration, collaboration and partnership working, demonstrating outstanding people and engagement skills to forge new relationships with public and partner organisations.

In joining us as Principal Professional Social Work Officer you will have the opportunity to make a career defining impact within Health and Social Care, developing social work and social care staff to their fullest potential, and offer a wider leadership contribution in leading a sustainable organisation and improving the health and wellbeing of our communities.

We encourage you to read this full pack, make the connections to the people that are suggested and read the links/supplementary information provided. We also welcome conversation with anybody who feels they have the knowledge, skills and experience to undertake this important role.

Nicky Connor: Director of Health and Social Care

Kathy Henwood: Chief Social Work Officer

Principal Social Work Officer – Fife Health and Social Care Partnership

A fantastic opportunity has arisen for a Principal Professional Social Work Lead to join the Fife Health and Social Care Partnership Senior Leadership Team. Reporting operationally to the Director of Health and Social Care and, professionally, to the Chief Social Work Officer we are looking for a dynamic, inventive, collaborative and courageous Principal Professional Social Work Officer to join our team.

The successful candidate will be a highly experienced strategic and professional leader who understands the demands on operational services and will work collaboratively with colleagues, instilling values and empowering those around them. You will help ensure that the principles of quality, safety and compassion are embedded in culture and practice and will champion the development of innovation and integrated teams as we build services embedded in our localities.

Working collegiately as part of an Integrated Senior Leadership Team you will support direction and enable a culture of multi-professional and multi agency working, continuous improvement and of modernisation. Leading on delegated professional responsibilities from the Chief Social Work Officer for Adult and Older Adult Social Work and Social Care within the Health and Social Care Partnership you will contribute to the development of social work practice at a local and national level. You will support the Director of Health and Social Care in the delivery and leadership of delegated corporate work programmes and to respond to the challenges and opportunities we face.

A professional Social Work Qualification and Registration is required and you will be educated to Masters level or equivalent experience. You will be a professional role model and demonstrate a proven track record in senior social work leadership and complex change across diverse social work and social care services and evidence a commitment to the Integration of Health and Social Care. You will be able to manage competing demands in the complex and fast paced environment that is Health and Social Care balancing leadership to both medium term transformation change and supporting more immediate service demands requiring change and practice support, or assurance.

It is an exciting time to join the Senior Leadership Team as we are commencing a significant programme of change and transformation. We are committed to the delivery of the National Health and Wellbeing Outcomes in line with the Principles of Integration and Health and Social Care Standards. We are striving for excellence for the people of Fife in relation to quality, sustainability and person centred care through our strategic plan. By choosing to join Fife Health and Social Care Partnership, you are choosing to make a real difference.

Shortlisted candidates will require to attend both the Assessment Centre and a Formal Interview.

For an informal discussion with Nicky Connor, Chief Officer & Director of Health and Social Care please contact Carol Notman, PA carol.notman-hsc@fife.gov.uk or Kathy Henwood, Chief Social Work Officer please contact Isabel Middlemass Management Support Officer on isabel.middlemass@fife.gov.uk

Job description

Job Title

Principal Social Work Officer - Fife Health and Social Care Partnership

Reports and is Accountable to

Managerially: Director of Health and Social Care

Professionally: Chief Social Work Officer

Terms & Conditions

Fife Council

Post Status

Permanent

Grade

CO29

Last Update

16th December 2022

Job purpose

Practice Standards: Principal professional officer for assuring that the highest standard of evidence and value based adult social work practice is embedded within the Health and Social Care Partnership, by providing skilled and experienced leadership and practice knowledge to managers, social workers and social care practitioners, the organisation and its partners. The post holder will be required to establish key relationships with national bodies, including SSSC, Care Inspectorate, SWS, etc. To also be the lead professional linking with lawyers and courts in respect of significant social work practice.

Corporate Leadership: As a core member of the Senior Leadership Team, the post holder will contribute to strategic direction and contribute to the corporate leadership of the partnership as a whole to help develop and deliver the strategic plan; deliver the outcomes of integration; enable locality based working and support organisational effectiveness and efficiency. The post holder is responsible for professional social work/social

care leadership with delegated responsibilities from the chief social work officer across the Health and Social Care partnership working closely with Heads of Service in primary and preventative care services, community care services and complex and critical care services to contribute to the priority areas defined in the operational delivery portfolio's.

Functional Responsibilities: This post holds functional responsibility for oversight, monitoring, assurance of the statutory functions and standards of regulated Social Work and Social Care including and aligned with Social Work (Scotland) Act 1968 CSWO duties as they apply to Adult Social Work and Social Care, This will include, but not limited to Adult Support and Protection (ASP), Self Directed Support, Social Work (Scotland) Act 1968, Mental Health (Care and Treatment) Act 2003 and Adults With Incapacity (Scotland) Act 2000. The post holder has responsibility to lead and report on Large Scale Investigations, complex abuse enquires and have responsibility for overseeing and reporting on the implementation of local and national social work/social care policies and legislative changes. Health and Social Care Partnership Social Work Lead for MAPPA/Public Protection; Drugs and Alcohol Partnership. The post holder will establish, measure and monitor a social work/social professional standards framework rooted in quality assurance and improvement methodology to assure practice and performance is consistently high and ambitious towards being sector leading. The post holder will hold responsibility for monitoring the social work/social care registered workforce, professional supervision standards, assuring the implementation of safe staffing legislation, inform social work workforce planning and act as a point of contact for any professional standards challenges arising. As named Lead officer for care governance and scrutiny committees the post holder will provide assurance on the delivery of the health and social care partnerships' statutory requirements for care governance; support the roll out of the relevant policy and legislative context such as the Adult Social Care Review and National Care Service, Scott Review findings, Barron Report and the outcome of Scotland's consideration of international Human Rights Legislation. Delivery of these functions will be supported through a collaborative leadership with the Heads of Service, Head of strategic Planning, Performance and Commissioning, Associate Director for Nursing and Deputy Director for Medicine and Principal Lead for Organisational Development. As a systems leader you will also support colleagues with the priorities defined in their portfolios relevant to social work and social care practice, governance and assurance and support corporate leadership within the Partnership.

Ambassador for Integration: Fife Health and Social Care Partnership is committed to developing a culture where delivery of the highest quality of care and support is understood to be the responsibility of everyone working in the organisation, built upon partnership and collaboration within teams and between health and social care professionals and managers. The post holder will champion Integration, support the Extended Leadership Team, and provide professional leadership for both social work and social care practice and the development of integrated teams. You will also provide professional leadership to champion "Team Fife" priorities across the interface with acute, third sector, Independent Sector, criminal justice and children's and families social work. The post holder will represent Fife's Health and Social Care Partnership with partner agencies and organisations, including national professional and regulatory bodies. The post holder will engage with National social work board and also link with SSSC in respect of future social work planning. The post holder will also link with Colleges and Universities supporting student placements and play an important role in promoting Fife as a place to work for people graduating from university.

Quality and Safety: You will assure quality, safety and risk management in relation to social work and social care. Lead quality improvement and safety initiatives which assure the quality of social work and social care within the Partnership to provide a cohesive and high performing social work workforce, which embraces cultural change and improves strength-based and rights based practice with our citizens in line with national

policy and as part of an integrated clinical and care governance system. The post holder will oversee the Social Work self evaluation programme and lead on the co-ordination of the improvement plan.

Operational Management: Provide operational management to multiple services that lead quality and performance and practice change such as the Alcohol Drugs Partnership Team, Adult Support and Protection Co-ordination Team, Corporate Parenting Board, Action 15 Co-ordinators and care governance. Critically, the Principal Social Work Officer will provide professional supervision the FC12 Social Work/Social Care Service Managers.

Professional Assurance: As the most senior professional social worker in adult social work and social care, the post holder will be a direct report to the Director of Health and Social Care and Chief Social Work Officer and provide assurance on all matters that relate to social work and social care professional practice. Through professional supervision will develop the work force, providing professional leadership and assurance on the application of professional standards. The post holder will also hold delegated responsibility from the CSWO for monitoring and managing practice and performance issues that require escalation through regulatory or organisational frameworks, such as management of risk, care standards, fitness to practice of social services workers, application of professional standards through monitoring registration, recruitment, retention, conduct and capability.

Delegated Professional Accountabilities: On behalf of the Chief Social Work Officer, the post holder will lead on delegated professional responsibilities for Adult and Older Adult Social Work/Care enabling risk identification, mitigation or timely escalation of quality or fitness to practice issues.

Role of Department

Integrated Leadership: As a member of an integrated corporate team within the Senior Leadership Team the post holder supports collective leadership for 6,000 staff and responsibility to ensure that the Fife Health and Social Care Budget of around £630million is used to best effect to deliver the Fife HSCP Strategic plan and outcomes of Integration. Please see the structure section of this job pack which defines the structure and the portfolios and the range of priorities and services that may be relevant to the role.

Service Remit: The post holder will have operational line management responsibility for multiple teams responsible for quality and practice change such as the Alcohol Drugs Partnership Officers, Adult Support and Protection Team, Action 15 Co-ordinators, care governance. The post holder will also have people and budget management responsibility for projects and project teams ensuring compliance at all times with financial regulations. This will include financial responsibility for a significant budget. The post holder will have responsibility to report to various Boards and Committees.

Professional Remit: As the most senior Professional Social Worker in the Health and Social Care Partnership professionally reporting to the Chief Social Work Officer and operationally reporting to the Director of Health and Social Care, Principal Social Work Officer will provide professional leadership and assure professional standards, quality, safety, risk and regulatory/policy requirements for all delegated Adult Social Work functions. The post holder will provide supervision to all Senior Social Work/Care Managers (FC12) and ensure that systems for professional supervision are embedded and implemented at all levels of practice in social work and social care. The post holder will therefore require having a seniority and extensive experience in respect of professional supervision.

Key result areas

Values Based Leadership: Be visible and available to social workers and social service workers within Health and Social Care to ensure the availability of robust professional advice and practice guidance promoting values and standards of professional practice, including all relevant national Standards and Guidance, and ensure adherence with the Codes of Practice issued by the Scottish Social Services Council, Care Inspectorate and Chief Social Work Officer.

Culture and Assurance: Lead, direct, influence, guide, motivate and promote the professional learning, development and practice of social workers and social services. Through the operational management of quality and practice change teams, professional supervision of senior social workers and leadership of social work practice forums the post holder will implement practice assurance systems for adult social work and social care to lead a culture of support, quality, high performance and accountability throughout social work and social care services. A key responsibility is to champion integration and “Team Fife” culture working with and across all portfolio area priorities supporting practice change as relevant to social work and social care practice.

Care Governance: Work closely with the Associate Director of Nursing and Associate Medical Director to ensure appropriate systems are in place to support clinical and care assurance, promote continuous improvement, develop a learning environment that can openly identify and address systems based practice issues, implement learning from critical incidents, assure quality and standards and promote evidence-informed good practice, including the development of person-centred services that are focussed on the needs of people who use services and support, and assure the monitoring of care governance within adult and older adult social work reporting.

Professional Supervision, Practice and Standards: Lead on ensuring effective and professional social work supervision, with reflective practice and a rights-based approach is embedded and monitored at all levels in the in Adult Social Work to support safe, person-centred, anti-discriminatory and human rights best practice, education and support for social workers. This will include providing professional supervision of complex cases, professional standards and statutory functions to Senior Social Work Managers to assure delivery of high quality, rights and values based, safe, person-centred care in accordance with current evidence based practice and regulatory requirements including the management of the complex balance of need, risk and civil liberties.

Operational Management: Provide operational line management and leadership to multiple teams including responsibility for both people and budget. This includes multiple services that lead quality and performance and practice change including Alcohol Drugs Partnership Team, Adult Support and Protection Co-ordination Team, Corporate parenting Board, Action 15 Co-ordinators and care governance.

Professional Advice: As Principle social worker you will provide expert professional advice on adult social work, adult protection, statutory and regulatory standards, service user/patient risk management, Social Work workforce and education, quality and experience of complex cases, statutory responsibilities and national best practice to the Director of Health and Social Care and Partnership Senior Leadership Team, Senior Managers, Committee’s and the Integration Joint Board to enable delivery of professional requirements to assure high quality, safe, effective and rights based care.

Managing Risk and Promoting Best Practice: Lead implementation of policy and procedures working closely with the Heads of Service, Head of Strategic Planning and Performance and Service Managers to promote

positive risk in practice and identify significant risk to the safety of vulnerable people and/or impact on the social work service, including findings of relevant service quality and performance reports to inform implications for the Health and Social Care Partnership; for people who use services and support and carers; implications for delivery of national and local outcomes; monitoring and reporting arrangements for identified improvement activity.

Public Protection: Lead on complex abuse enquiries, Care Inspectorate and Mental Welfare Commission inspections and attending local and national strategic public protection forums. Lead in disseminating learning from Large Scale Investigations, Safeguarding Adult Reviews to both managers and practitioners. Provide advice to the Director of Health and Social Care and the Senior Leadership Team and assurance to the Chief Social Work Officer on adherence to multiple complex social work functions associated with adult support and protection and statutory social work functions associated with the Social Work (Scotland) Act, Self Directed Support, Adults with Incapacity Adult Protection and Mental Health Care and Treatment Act and associated legislative requirements.

Governance and Assurance: In conjunction with the Associate Director of Nursing and Associate Medical Director lead on Clinical and Care Assurance, co-chair the Quality Matters Assurance Group and Support the Quality and Communities Committee on behalf of the Director of Health and Social Care. Be the Health and Social Care Partnership Lead Officer for the Council Scrutiny Committee. Provide Professional Social Work Oversight for both Fife Council and Independent Sector Care Homes and Care at Home through the care home hub and assurance group in line with the Scottish Governance Enhanced Professional Assurance Systems. Lead on social work standards, quality and assurance of practice.

Quality Improvement: Provide assurance on the implementation of national standards/guidance and best practice within Adult and Older People's Social Work and Social Care in Fife. Promote an environment where continuous improvement is central to all quality systems and in which a learning culture is developed and maintained and that practice is delivered in line with legislation and promotes quality and safety and respects the independence of service users, and affords them choice in the way in which the service is provided to them.

Promoting Adult Social Work: Support the Chief Social Work Officer in the development of the CSWO annual report to represent the contribution of the delegated services within the Health and Social Care Partnership. Work in partnership with local and national agencies raising the profile of social work and ensuring the unique role of social work is understood and valued. You will deputise for the Director of Health and Social Care or Chief Social Work Officer as required.

Corporate Leadership: Lead on agreed corporate functions that support the delivery of agreed organisational objectives including sustainability and best value, and the medium term change strategy and financial plan for the Health and Social Care Partnership. Provide leadership for a range of strategic priorities and programmes of change. Work with all members of the Senior Leadership Team to develop a culture which embeds quality, safety and person centred values and practices within both the governance and care delivery arrangements.

Delivering Outcomes: Work closely with all members of Senior Leadership Team to support improved outcomes for the people of Fife promoting empowerment, active citizens, human rights, wellbeing, independent living and equity and championing Self Directed Support. This will include championing best practice, best quality and best value in relation to: Access, eligibility and assessment; Structure and design of social work and social care services; Planning, commissioning and procurement; Developing the workforce, supporting unpaid carers;

Registration, regulation and inspection and equality. Develop processes, procedures and pathways to support care, outcomes, and resilience in our health and care system.

Policy and Strategy Development: In conjunction with the Chief Social Work Officer lead the development of adult social work strategy, policy and practice. Support the Chief Social Work Officer in developing and implementing strategies at national, regional and local level and improve and enhance the people's experience in all aspects of service and care delivery. Support the development of new professional pathways developed in response to professional drivers and changing demographics. Attend forums and feedback national developments in adult social work and influence development policy and practice, by taking an active part in professional networks.

Evidence Based Practice: Lead practice that recognises the strengths of individuals and our communities, ensuring the person requiring support is at the centre of all decision-making. Lead on research and development and implementation of good practice, ensuring links with external research providers. Ensure compliance with statutory, regulatory and governance requirements, reporting to strategic and other relevant Committees. Champion the rights of citizens in the context of professional ethics and strategic decision making, using a legal and human rights framework.

Promoting Social Work and Social Care: Represent the Health and Social Care Partnership in the Chief Social Workers Practice Governance Group. Support and advise managers in maintaining and developing high standards of practice and supervision in line with relevant guidance and ensure that the values and standards of professional practice are communicated on a regular basis and adhered to and that local guidance is reviewed and updated periodically.

Workforce Development: Work closely with universities and colleges to ensure good social work education and programmes assure the provision and quality of practice learning experiences for social work students in adult social work services including supporting probation/mentoring arrangements and effective workplace assessment arrangements, in accordance with the SSSC Code of Practice for employers of Social Service Workers. As Principal social worker with delegated CSWO responsibilities advice on workforce, assure safe staffing and lead on advancing practice to maximise the contribution of Social Work and social care. Participate in the development of the relevant Workforce Development strategies and plans including workforce planning, leadership, continuing professional development, careers, recruitment and retention, education and training, new ways of working and job redesign.

Collaborative Working: Establish and maintain effective liaison internally/externally with partner agencies, people's and public representatives supporting a community development approach within the profession to support the development of services that are safe, person centred and focussed on the needs of people and to maximise the contribution of social workers. Work in partnership with professional organisations and trade unions in promoting professional and staff governance. Work collaboratively to address shared priorities across the Health and Social Care Partnership.

Systems Leadership: The Fife Health and Social Care Partnership are led by an integrated Senior Leadership Team that has responsibility for working across health, social work and social care remits. As a member of the Senior Leadership Team the Professional Lead Social Worker will work collegiately and demonstrate Systems Leadership including supporting the development of an Extended Leadership Team.

Equipment & Machinery

- Essential user of Personal Computer(s) and networked systems
- Use of office equipment: PC, photocopier, printer, telephone.

Systems

- Good knowledge of MS Office suite of software including Outlook, Teams Excel, Word, and PowerPoint.
- Use of Internet for information and research purposes. Familiarity with Council systems and formats to access and interpret required information.

Assignment and review of work

Objectives will be agreed annually with the Director of Health and Social Care and Chief Social Work Officer, through a collaborative and collegiate approach focused on adult and older people social work and social care and integration.

The post holder is responsible for ensuring delivery of those objectives. Formal review will take place at mid-year and year-end. Update of objectives and review of progress will also take place through regular meetings with the Director.

The work of this post is largely self-directed in line with strategic plan, SLT strategic objectives, the priorities and challenges facing the Health and Social Care Partnership, agreed social work priorities and individual objectives.

The nature of the work will be a mixture of routine, planned and timetabled tasks. This will include chairing meetings, visibility with front line teams, Attending Management and Governance meetings to provide professional advice, lead on agreed strategic priorities, assessing data and writing reports. In addition, ad hoc assignments with tight timescales may be assigned for prioritisation. Work may involve a requirement for on-call and out of hour's provision.

Beyond this the post holder's work will be informed by issues and priorities arising across both Health and Social Care Services where applicable, as well as evolving best social work practice across Scotland and UK. The Director of Health and Social Care will advise on shared priorities for systems leaders.

Workload management is the responsibility of the post holder. The post holder is required to prioritise workload to ensure all the demands of the Health & Social Care Partnership and Integration Joint Board (& Committees) and relevant Fife council Committees are understood and all necessary deadlines are met.

The post holder will participate in the performance review process, including peer review, ensuring the process reflects a culture of parity and respect across SLT that supports system leadership.

Decisions and Judgements

The post holder will decide on priorities, solve problems, delegate work to their team and also by initiating improvement activity across adult social work/social care, monitoring performance and working closely with Heads of Service and Senior Managers to drive improvement. The post holder has freedom to act within the

parameters agreed with the Director of Health and Social Care and Chief Social Work Officer and in line with a systems leadership approach.

As a direct report to the Chief Social Work Officer and Director of Health and Social Care the post holder will ensure they are briefed on areas of concern, risk identification, mitigation, escalation and also to highlight, share and celebrate good practice. As the most senior professional social worker the post holder will also advise and work closely with Heads of Service and Service Managers to support the challenges faced in operational services regarding social care and social work practice to assure care, practice and standards.

Required to work autonomously, guided by national and organisational policy and regulations and taking into account agreed priorities for the Health and Social Care Partnership leadership team and Integration Joint Board.

Informing future decision making within the Health and Social Care Partnership leadership, interpreting social work policy, practice and legislative requirements and advising the Director, Heads of Service and senior managers appropriately.

Most Difficult and Challenging Parts of the Job

Contributing to the development of a fully integrated Health and Social Care Partnership which retains an ability to fulfil the individual agency accountability for statutory functions.

Challenging health and social inequalities within the local population, whilst participating in community planning, championing rights based practice and engaging with a variety of agencies and organisations.

Ensuring the voice of citizens (including people that access health and social care service and their families/carers) is heard and well represented through the service planning and delivery of services.

Leading a change in culture and practice which embraces partnership working and is inclusive in consideration of a wide range of professional roles and responsibilities.

Balancing the needs of the Director of Health and Social Care, the Chief Social Work Officer, the Health and Social Care Partnership leadership team, Service Managers and the wider functions of NHS Fife and Fife Council.

Building and maintaining effective working relationships with colleagues and peers within the Health and Social Care Partnership Senior and Extended Leadership Team, while challenging and holding them to account on key objectives.

Lead on complex reviews within the social work service when areas of concern are raised.

Provide support and mentoring to social work Managers in respect of complex areas of adult protection or areas of investigation of harm.

Manage competing demands, complexity and pace of work such as leading medium term transformation or assurance work whilst also directing more immediate actions to support service and workforce sustainability, business continuity and resilience.

Communications and working relationships

The ability of the post holder to maintain key relationships and effective communication with a range of other individuals and parties will be crucial to the success of this role. It is essential strong relationships are developed and maintained with colleagues in the Senior and Extended Leadership Team and across both NHS Fife and Fife Council.

The post holder will ensure Senior Social Work/Care Managers are engaged in relevant professional social work forums to support sharing of learning and best practice.

This role will work closely to the Associate Medical Director and Associate Director of Nursing and Associate Director of Allied Health Professions to enable an integrated approach to clinical and care governance and assurance common professional priorities to support new models of care, safety and new ways of working within integrated services.

The post holder will provide professional advice and communication will need to be appropriate and flexible to meet the requirements of the recipient(s), including high quality reports for a range of committees and boards, presentations, informal briefings, group discussions, and 1:1 meetings.

The post holder will require strong skills in persuasion, negotiation, diplomacy, setting direction and change management to overcome barriers examples include commissioning new educational programmes with universities and ensuring the planned transformation programmes are safe in accordance with professional social work standards.

Examples of key relationships include:

- Director of Health and Social Care
- All members of the Senior Leadership Team respecting the diversity of roles and responsibility
- Extended Leadership Team
- Integration Joint Board members
- Senior managers, Clinicians and professional leads across NHS Fife and Fife Council
- Chief Social Work Officer
- Director of Public Health
- Business Partners including Finance and HR
- Trade Unions and representatives from other professional organisations
- Elected Members.
- Health and Social Care Partnerships
- Scottish Government Health & Social Care Directorates
- Other NHS Boards
- Acute Services
- Other Local Authorities
- Media
- Local communities
- Third sector
- Independent sector
- Carers
- Local Communities
- SSSC
- Care Inspectorate
- Social Work Scotland
- Mental Welfare Commission

Physical, Mental, Emotional and Environmental Demands of the Job

Physical

- Keyboard and IT skills
- Ability to travel
- Facilitation Skills
- Presentation Skills
- Negotiating skills
- Analytical and interpretation skills
- Project management skills
- Frequent Travelling in adverse conditions i.e. bad weather, traffic congestion, rural roads etc.
- Sitting at computer and workstation-regularly

Mental Demands

- High degree of personal resilience, with a focus on health and wellbeing, especially at times of significant organisational change and in a turbulent and politically driven environment.
- Need to adapt to different personalities (often unknown) within very short periods of time and adapt thinking processes and utilise a range of leadership responses accordingly/regularly.
- Requires considerable mental effort to manage all the different facets of this job regularly.
- Act and take informed and defensible decisions quickly.
- Multi-faceted to meet the demands of all the complex services.
- Balancing transformational change and improvement over time with rapid decision making to manage immediate risk and sustain essential services to support business continuity.
- Ability to grasp developments in the social work profession with a high degree of forward planning.
- Motivate, enthuse and persuade staff to contribute to the aims and policies of the Partnership.
- Utilising technology e.g. MS Teams.

Emotional Demands

- Dealing with complex enquiries from staff, people and/or relatives or advocates such complex complaints which have implications for fitness to practice.
- Handling of confidential information.
- Accommodating and responding to personal dynamics and the politics of working within a partnership environment.
- Ensuring that interactions and the sensitivities associated with our people's population are managed appropriately.
- Overseeing complaints that have implications for professional standards and fitness to practice and to advice on any thematic learning that may be transferable across the partnership as a whole, rather than within in individual service managers or heads of service areas of responsibility.
- Implementing difficult decisions which may be required and senior professional social work advice will be critical to advising and assuring safety.
- Coping with different styles/cultures of other organisations.

Working Conditions

- Frequent use of a DSE for long periods of time when analysing data or writing papers or reports.- frequently.
- Requirement to move and work within sites in Fife – regularly.

- Work within a shared office environment.

Special Conditions

Before confirming your appointment, you will be required to obtain Protection of Vulnerable Groups (PVG) Scheme Membership through Disclosure Scotland.

The Health and Social Care Partnership is undergoing organisational change.

The content of the job description should be read in conjunction with the rest of the information in the job pack.

Organisational Chart



Nicky Connor, Chief Officer and Director of Health & Social Care



As a Senior Leadership Team we are committed to being systems leaders. This means helping to create the conditions where people willingly work together towards a common vision and give their best by focusing on relationships, building trust and putting people at the centre. We believe in collective leadership to achieve improved outcomes across the whole organisation not just our part of it, and serve others so they also work in this way, celebrating when they do and learning about self, team and system along the way. Working in ways that promote integrity, courage, authenticity, curiosity, humility, kindness, compassion and empowerment.

Any members of the Senior Leadership Team will be happy to speak to candidates about the Partnership, their roles, our priorities and ways of working. You are encouraged to make contact with the team and their contact details are:

Lynne.garvey@nhs.scot

Roy.lawrence@fife.gov.uk

Rona.lascowksi2@nhs.scot

Lynn.barker@nhs.scot

Audrey.valente@fife.gov.uk

Helen.hellewell@nhs.scot

Fiona.mckay@fife.gov.uk

lisa.cooper@nhs.scot

Nicky.connor@nhs.scot

Dougie.dunlop2@fife.gov.uk

Personal Specification

Experience

- Extensive post registration experience across various service areas within Adult Social Work.
- Recent experience of having held a senior leadership position within a large, complex and publicly accountable organisation, for at least 5 years.
- A proven track record in developing innovative solutions in meeting organisational requirements, and motivating staff to affect change through others.
- Evidence of leading and influencing by example, building and maintaining positive relationships through collaborative and partnership working, and personally displaying values based leadership behaviours and as a professional role model for social work.
- A proven track record in providing professional social work leadership; defining and setting priorities for social work within a complex, political and changing landscape.
- Proven experience of developing and implementing services with strong customer/patient/client/citizen focus.
- Ability to engender a positive performance and “can do” culture and to motivate/empower/coach others to give their best.
- Record of success in translating strategies to enable safe, outcomes focused and person centred care demonstrating best practice, best quality and best value.
- Experience of representing the views of the organisation at strategic, local and multi-agency level.

Education, Qualifications, Training

- Professional Social work Qualification.
- Current SSSC Registration.
- Degree within a field relevant to this role.
- Post Graduate Education relevant to area of responsibility.
- Portfolio of evidence demonstrating significant ongoing personal and professional development.
- Masters Degree or equivalent experience (Desirable)

Skills, Abilities & Knowledge

- Detailed and up to date knowledge of social work standards, adult safeguarding practice, legislation, research and competency frameworks of social work professionals.
- Knowledge of change management and Understanding of the Health and Social Care strategy and policy in Scotland and knowledge of the priorities for Fife Health and Social Care Partnership, NHS Fife and Fife Council.
- Strong Knowledge of Care Governance and evidence of strategically applying this to practice.
- Evidence of working successfully in a sensitive political context (desirable)
- Ability to evidence situational leadership utilising a wide range of skills to meet the dynamic nature and requirements of the role.

Communication and Interpersonal

- Ability to work collegiately with all members of an Integrated Senior Leadership Team with parity of respect for both operational and professional roles to champion systems leadership and enable one partnership, one voice and one vision within Fife Health and Social Care Partnership.
- Ability to think strategically demonstrating analytical skills, critical decision making, leading professional development and education.
- Excellent communication skills enabling others to see the whole picture and ability to perform to the highest possible standards, to persuade others and negotiate the implementation of change and demonstrate strong presentation skills and to be able to express a view convincingly and coherently, verbally and in writing.
- Ability to positively challenge practice and solve complex problems and initiate new ideas sensitively to introduce new ways of working by taking a flexible approach to work planning, open discussion, innovation and by role modelling a positive attitude and culture.
- Ability to represent social work whilst also considering views and needs of other professions to ensure an integrated approach within a multi-agency / multi professional and complex platform of service provision often faced with conflicting policy directions.
- Tact, diplomacy and political astuteness with the ability to deal with the media and press releases professionally and sensitively.
- Ability to work to tight timescales and manage competing demands.
- Ability to motivate and inspire as well as direct, influence and guide practice.

Attributes

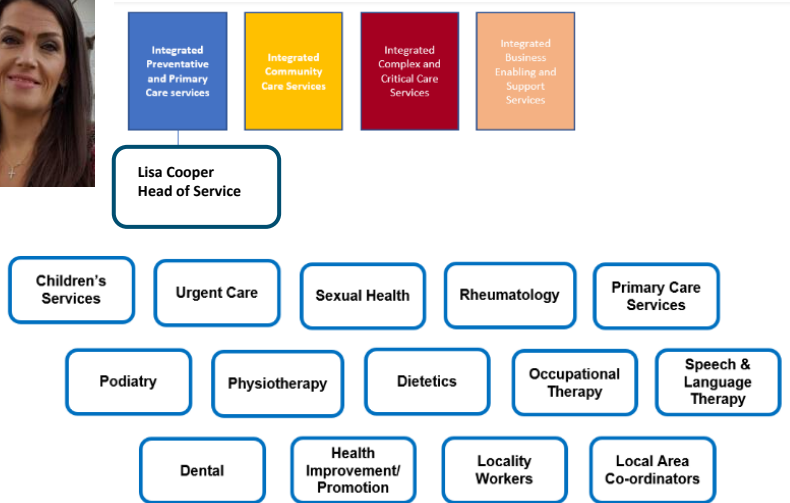
- Ability to provide clear direction and promote accountability to provide assurance.
- Ability to demonstrate a high level of personal and professional responsibility to stakeholders as part of a culture of systems leadership.
- Ability to demonstrate and exemplify positive behaviours and attitudes, acting as a role model to others in developing the current and future workforce. Upholding the values of social work in what you say and what you do.
- Ability to champion the strengths of individuals and our communities, ensuring the person requiring support is at the centre of all decision-making.
- Evidence of acting as a credible role model to inspire and influence upholding Professional Social Work Standards with a commitment to supporting positive learning culture to enable service excellence.
- Ability to act as an ambassador for Health and Social Care
- Must be prepared to work flexibly.
- Undertake any other duties commensurate to the role and requirements within the Health and Social Care Partnership.

Delegated Service

Integrated Preventative & Primary Care Services	Integrated Community Care Services	Integrated Complex & Critical Care Services
<ul style="list-style-type: none"> • Children's Services • Urgent Care • Sexual Health • Rheumatology • SALT • Primary Care (GP, Com Pharmacy, Com Dental, Com Ophthalmology) • Podiatry • Physiotherapy • Dietetics • Occupational Therapy • Dental • Health Improvement / Promotion • Locality Workers • Local Area Co-ordinators 	<ul style="list-style-type: none"> • Home Care (inc telecare/link) • Community Hospitals • Residential Care Homes • Day Care • Palliative Care • District Nursing • Integrated Discharge Hub • ICASS • H@H • Specialist Long Term Conditions Management • <u>Rehabilitation & Reablement</u> 	<ul style="list-style-type: none"> • Mental Health • Addictions • CAMHS • Learning Disability Services • Psychology • Adult Protection • Adult and Older Adult Social Work • Adult Commissioning and Resources • MH Officers
Integrated Business enabling and support services		
<ul style="list-style-type: none"> • Business Support • Finance; Change & Transformation • Corporate Functions 	<ul style="list-style-type: none"> • Performance & Assurance • Commissioning • Professional Leadership 	<ul style="list-style-type: none"> • Resilience • Risk • Information Compliance

The Principal Social Work Officer covers professional leadership and assurance social work and social care delegated services working closely with all members of the Senior Leadership Team and to support the priorities of the Health and Social Care Partnership.

Primary and Preventative Care Services

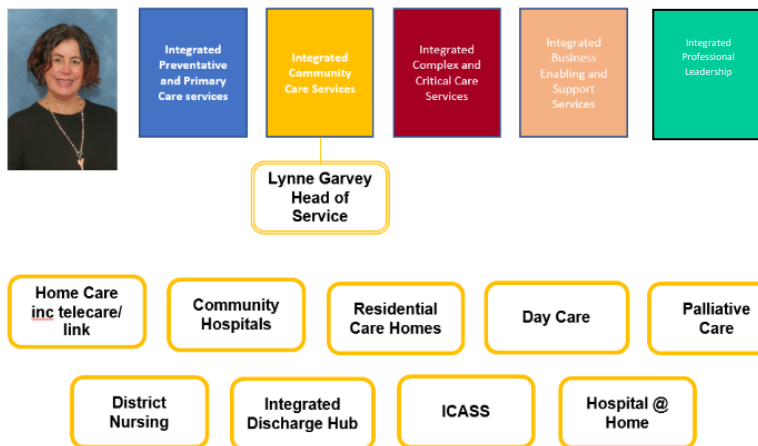


Common focus on Integrated Primary Care and Preventative Care Services including:

- Population health
- Primary care
- Prevention
- Self-care
- Health and wellbeing promotion
- Universal services

- **Common focus** on Integrated Primary and Preventative Care Services; population health, primary care, prevention, self care, promoting health and wellbeing and universal services.
- Aligned to the **outcomes of integration**: People are able to look after and improve their own health and wellbeing and live in good health for longer; Health and social care services contribute to reducing health inequalities; People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on health and well-being.
- Focused on the delivery of the **strategic plan** for: Working with local people and communities to address inequalities and improve health and wellbeing outcomes across Fife
- The **Principal Social Work officer** will work closely with the Heads of Service and Associate Directors on shared priorities such as prevention and early intervention, pathways of care, wellbeing, community led support, locality working, health inequalities and self management.
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Primary Care Transformation, Smoking Cessation, Urgent Care Transformation.
- In addition to close working across community care services; complex and critical and business enabling services these teams will **work closely with** Localities and Communities; Third Sector Early Intervention; Primary Care including General Practice, Community Pharmacy, Ophthalmology, Dental; Community Planning, Education, Sports and Leisure; Public Health.
- **key functions**: Universal Service; In & out hours primary care; Prevention; Inequalities; Health Improvement/wellbeing; Early Intervention; Community Support; Self Management & Independence.
- **Key Services areas** include: Children's Services; Urgent Care; Sexual Health / Rheumatology; Primary Care (General Practice, Community Pharmacy, Community Dental, Community Ophthalmology); Podiatry; Physiotherapy; Speech and Language Therapy; Dietetics; Occupational Therapy; Dental; Immunisation; Health Improvement / Promotion.

Community Care Services

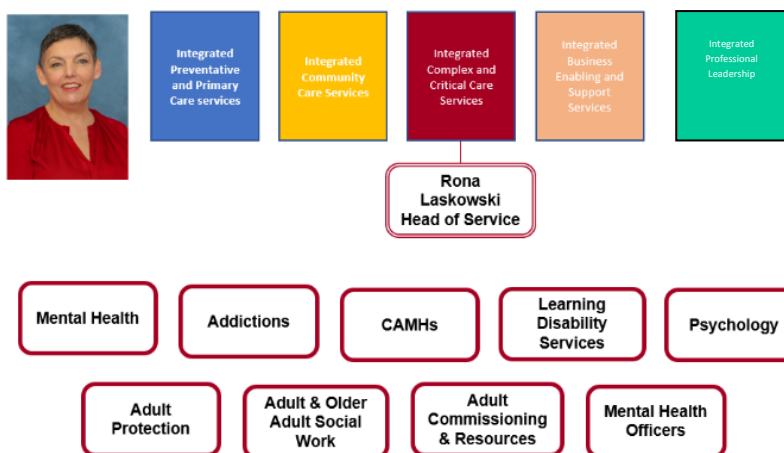


Common focus on Integrated Community Care Services including:

- Intermediate Care
- Care at home/homely setting
- Reducing emergency hospital admissions
- Reablement
- Long term conditions
- Palliative and end of life care

- **Common focus** on Intermediate Care, Care at home/homely setting, reducing emergency hospital admissions, re-ablement, long term conditions palliative & end of life care.
- Aligned to the **outcomes of integration**: People, with long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community; Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services; People who use health and social care services have positive experiences of those services.
- Focused on the delivery of the **strategic plan** for: Living well with long term condition.
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Bed Based / Community Hospital Redesign, Delayed Discharge; winter planning
- In addition to **close working** across primary and preventative care services; complex and critical and business enabling services these teams will work closely with Acute Services; Independent Sector (Care Homes and Care at Home, day care, respite); Housing; Voluntary Sector Providers; Services in peoples' homes/homely settings; Long Term Conditions Teams.
- The **Principal Social Work Officer** will work closely with the Heads of service and Associate Directors on shared priorities such as social care resilience, care home assurance, social work practice and pathways of care, reduce delayed discharge, winter planning, proactive discharge from hospital, end of life care, unmet need in the community and bed and community based models of care.
- The **key functions** include: Enabling People to Live at Home or in a Homely setting (Inc; residential); Frailty; Long Term Conditions Management; Intermediate Care; Day Care; Community Hospital.
- **Key Services areas** include: Home Care (inc. telecare/link); Community Hospitals; Residential Care Homes; Day Care; Palliative Care; District Nursing; Integrated Discharge Hub; Integrated Community Assessment and Support Services; Hospital at Home; Specialist Long Term Conditions Management; Rehabilitation & Re-ablement.

Complex and Critical Care Services



Common focus on Integrated Critical Care Services including:

- Complex & critical needs
- Mental health
- Learning disability
- Social work

- **Common focus** on: Complex & Critical needs; Mental Health, Learning Disability; Social Work
- Aligned to the **outcomes of integration**: People, including those with disabilities or long term conditions, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community; People who use health and social care services are safe from harm; People who use health and social care services have positive experiences of those services, and have their dignity respected; Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- Focused on the delivery of the **strategic plan** for: Promoting mental health and wellbeing; Living well with long term conditions; Learning Disability and Complex Physical HealthCare
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Promoting mental health and wellbeing; Living well with long term conditions; Learning Disability and Complex Physical Health Care.
- In addition to **close working** across primary and preventative care services; community care and business enabling services these teams will work closely with Mental Health Services; Learning Disability Services; Social Work (Adult, Criminal Justice and Children's to enable transitions); Housing; Independent and Vol Sector Specialist Providers.
- The **Principal Social Work Officer** will work closely with the Heads of Service and Associate Directors on shared priorities such as mental health, learning disability, addictions, adult social work practice and pathways of care to reduce delayed discharge, care pathways, transitions of care from children and families to adult social work, community based models of care and supported accommodation.
- The **key functions** include: Assessment and planning of specialist care needs for both physical and mental health needs; Complex and Critical Needs; Mental health and wellbeing; Case management; Adult and Older Adult Social Work; Case Management.
- **Key Services areas** include: Mental Health; Addictions; Child and Adolescent Mental Health Services; Learning Disability Services; Psychology; Adult Protection; Social Work.

Business Enabling Services



Audrey Valente
Chief Finance
Officer



Fiona McKay Head of
Planning, Performance
& Commissioning



Audrey Valente
Fiona McKay
Roy Lawrence

Common focus on services that support service delivery and work closely with business partners in both NHS Fife and Fife Council to assure the performance, corporate, business, and financial functions.

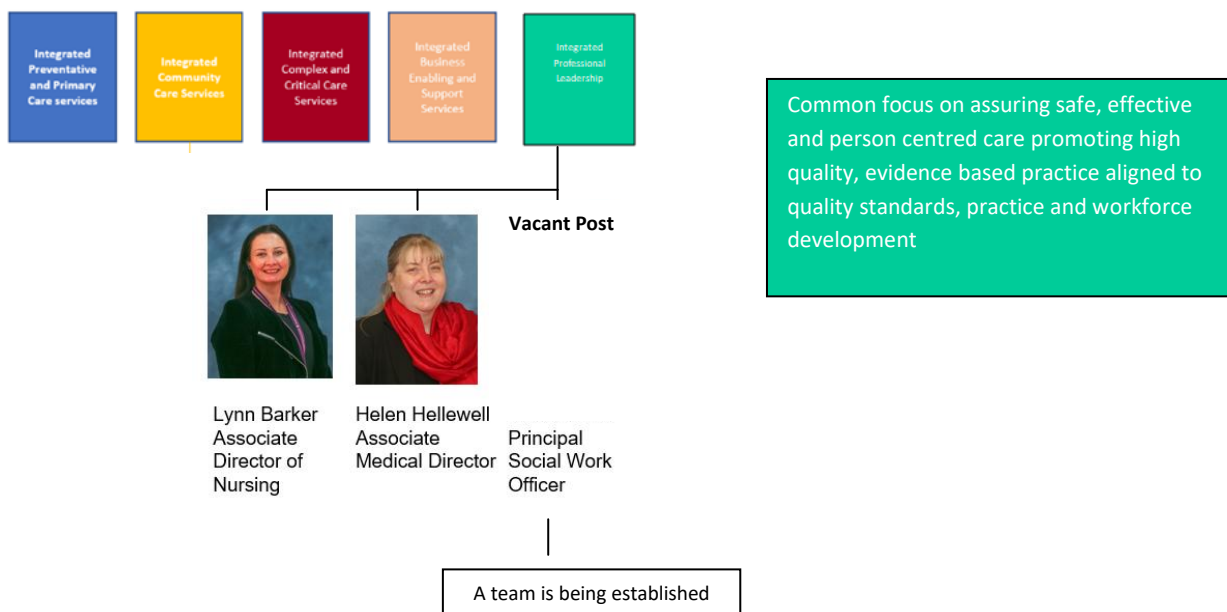


Roy Lawrence
Principal Lead
Organisational
Development &
Culture



- **Common focus** on Services that support service delivery and work closely with business partners in both NHS Fife and Fife Council to assure the performance, corporate, business and financial functions.
- Aligned to the **outcomes of integration**: Resources are used effectively and efficiently in the provision of health and social care services; People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- Focused on the delivery of the **Strategic Plan** for: Managing resources effectively while delivering quality outcome; Working with communities, partners and our workforce to effectively transform, integrate and improve our services
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Ministerial Steering Group Outcomes; Financial; Oversight of Transformational change; Integration Performance targets; Professional Standards.
- In addition to **close working** with all Health and Social Care Partnership Services, services will enable joint working Business Partners at NHS Fife and Fife Council, engage with wider stakeholders support a strategic interface for commissioning, performance and professional standards.
- The **Principal Social Work Officer** will work closely with colleagues in business enabling services as appropriate to the role to provide a professional contribution in support of and to professionally assure strategic planning, performance, commissioning, transformation, risk and cultural change.
- The **key functions** include: Enabling Delivery of the Health and Social Care Partnership Outcomes; Clinical & Care Governance; Performance & Outcomes; Financial Governance; Transformational Change; Business Support; Corporate Functions; Participation and Engagement; Commissioning; Risk; Information Services; Clinical / Professional Leadership
- **Key Services areas** include: Business Support; administration, Finance; Change & Transformation; Corporate Functions; Performance & Assurance; Commissioning; Resilience; Risk; Information Compliance

Integrated Professional Leadership



- **Common focus:** Assuring safe, effective, and person-centred care. Promoting High Quality, Evidence Based Practice aligned to Quality Standards and practice/workforce development.
- Aligned to the **outcomes of integration:** People using health and social care services are safe from harm. People who use health and social care services have positive experiences of those services, and have their dignity respected. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- Focused on the delivery of the **strategic plan** for: Professional Leadership underpins all of the outcomes in the strategic plan.
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Safe Staffing Legislation; Adult Social Care Review; regulatory bodies (e.g. NMC, GMC and SSSC), Public Protection Legislation.
- In addition to **close working** with all Health and social Care Partnership Services, Professional leads will engage in forums established through the Nurse Director, Medical Director and Chief Officers.
- **The Principal Social Work Officer** will work closely with Associate/Deputy Directors to support and assure care governance, inform data reporting requirements, leading on quality improvement and to support safe, effective and evidence based practice as relevant to the role and functions of the Health and Social Care Partnership. The Principal Social Work Officer, Deputy Medical Director and Associate Director of Nursing will meet regularly to support integrated clinical and care governance in the Health and Social Care Partnership and lead the Integrated Professional Reference and Advisory Group.
- The **key functions** include: Clinical/Professional Leadership; Clinical and Care Governance, regulatory requirements, Professional Statutory and Legislative requirements, Practice Standards, Quality Improvement, Organisational Development and Culture.
- **Key Services areas** include: Professional Leaders such as Heads of Nursing, Clinical Directors, Practice Development Staff, Clinical and Care Governance team, Organisational Development.

Our vision, mission and values

Our Vision

The people of Fife live long and healthy lives

Our mission

Transforming Health and Care in Fife to be the best

Our values

Care and compassion

Dignity and respect

Openness, honesty and responsibility

Quality and teamwork

Kindness

Our Strategic priorities



The Health and Social Care Strategic Plan 2019-2022* defines 5 strategic Priorities:

Priority 1 Working with local people and communities to address inequalities and improve health and wellbeing outcomes across Fife: We are committed to ensuring that people are empowered to make their own informed choices about how they will live their lives and what outcomes they want to achieve. Planning for preventative action can have a positive impact on improving health and reducing inequalities and can reduce the demands for health and social care services.

Priority 2 Promoting mental health and wellbeing We are committed to ensuring that the people of Fife can get the right help at the right time, expect recovery and fully enjoy their rights, free from discrimination and stigma. The commitments of Fife's Mental Health Strategy will require creative thinking and innovation to ensure services are fit for the future, supporting positive mental health and wellbeing for all. To succeed will require co-production across all parts of the service, with communities, with our partners in the voluntary sector, with and people who use our services, their families and carers.

Priority 3 Working with communities, partners and our workforce to effectively transform, integrate and improve our services Delivery of effective and lasting transformation of health and social care services is central to the vision of Fife Integration Joint Board. Significant change on how services are planned and delivered with a range of stakeholders which includes carers, patients/service users who experience services is paramount to delivering changes.

Priority 4 Living well with long term conditions We are committed to building on the work already started in Fife to support adults and older people with complex care needs, who are accessing both primary and secondary care services most frequently. We are developing and supporting a more integrated and earlier approach focussing support pro-actively with patients who would benefit from this which includes early identification and comprehensive assessment in case co-ordination.

Priority 5 Managing resources effectively while delivering quality outcomes The financial position for public services continues to be challenging and the Integration Joint Board must operate within significant budget restraints and pressures. It is therefore important that resources are targeted at the delivery of the priorities within the strategic plan.

**Please note the strategic plan is being reviewed and should be published January 2023. The principal social work officer will be key to delivery of the strategic plan across all agreed priority areas.*

Our Leadership Success Statements

Integration Matters

We are committed to systems leadership and developing leadership at all levels within the Health and Social Care Partnership. We have a well established Extended Leadership Team to actively engage with all senior leaders within the organisation to enable:-

- **Listen:** Inform and connect us as “one Health and Social Care Partnership”
- **Voice:** Share collective experience and forum to influence developments
- **Promote:** Open Networks and engagement with the Senior Leadership Team and Peers
- **Impact:** Focus on common priorities and ensure collective impact

Through the work of the Extended Leadership Team we have co-produced leadership success statements that underpin our leadership aspirations within Fife Health and Social Care Partnership. The principal social worker, alongside all members of the Senior Leadership team will champion and support delivery of these success statements alongside all members of the Extended leadership team, engaging with the Local Partnership Forum, Frontline staff and partners.

Our Leadership ability and Organisational Culture

- Everyone understands they are a leader within the partnership and that they represent us all whenever they deliver a service
- Our people believe they are treated fairly, feel included in our future and recognise we are all in this together to be the best we can be

Opportunities for our Workforce to thrive and perform to their potential:

- Our people will feel supported to try new ways of working to improve the service they deliver
- Our people will feel proud and passionate about the work of the Partnership

Our ability to Transform our services

- Our people work together to design new ways to deliver the best possible care and support across the whole partnership
- Our people use technology and other resources to sustain new ways of working that change people’s lives for the better

Our ability to get the best value from our Financial resources and Sustain our services:

- We plan to deliver and deliver what we plan within the resources available
- Our planning demonstrates a forward-looking vision for the future to make sure we can continue to deliver high quality service

Our performance in affecting people's lives Earlier to Prevent the need for hospital and reduce the need for health and social care services:

- We can show how we are working in a way that helps people to help themselves and build strength in their communities
- There will be less emergency hospital admissions

Our ability to empower our Local Places to influence the service they receive:

- We can show we are listening to people and supporting them to get the service they need wherever possible
- We can show how local voices are helping us design the future of the Partnership

Our Standards of Practice Excellence & Quality

- Our people challenge themselves to provide the best possible care and treat others as they would like to be treated
- We celebrate the great work of our people and have a track record of high-quality care that improves people's lives

Our Reputation with our Citizens and our Staff

- The citizens of Fife believe our partnership works with them to achieve the best possible outcomes in their lives
- Our people believe the partnership is an excellent place to work and that their contribution to our success is valued

Our Approach to Integration

The Health and Social Care Partnership is committed to enabling the people of Fife to live independent and healthier lives. This will be delivered by working with individuals and communities, using collective resources effectively and to transform to ensure these are safe, timely, effectively, high quality and based on achieving personal outcomes. This will be underpinned by the agreed values to be person focused, respectful, inclusive, empowering and acting with integrity and care. The Health and Social Care Partnership is committed to the protection and enhancement of Equality and Human Rights.

Service users and carers will see improvements in the quality and continuity of care and smoother transitions between services and partner agencies. These improvements require planning and coordination. By efficiently deploying multi-professional and multi-agency resources, integrated and coordinated care systems will be better able to deliver the improvements we strive for; faster access, effective treatment and care, respect for people's preferences, support for self-care and the involvement of family and carers.

Integration must be about much more than the structures that support it. The behaviours of Senior Leaders must reflect these values. It is only by improving the way we work together that we can in turn improve our services and outcomes for individuals who use them. We will work closely with NHS Fife, Fife Council, Independent, and Voluntary Sector to support a whole system approach. This is what we refer to as the "Team Fife" approach.

Integration Joint Board

The Integration Joint Board is made up of representatives from Fife Council and NHS Fife as well as representatives of the public, carers, professional advisors and partners within the Independent and Voluntary Sector. This diverse group of individuals bring their talents, expertise and perspectives in order to further our mission to improve the lives of those living in Fife.

The Integration Joint Board, has legal responsibility for services delegated to it and is fully responsible for:

- Overseeing the development and preparation of the Strategic Plan for services delegated to it.
- Allocating resources in accordance with the Strategic Plan
- Ensuring that the national and local Health and Wellbeing outcomes are met.

The IJB then commissions (or 'directs') the local authority and health board to deliver services in line with the strategic plan, and allocates the budget for delivery accordingly. The local authority and health board deliver these services within the budget and any parameters directed by the IJB. The directions policy defines this process.

Each IJB has responsibility to appoint a chief officer to lead implementation of the strategic plan and an officer responsible for its financial administration (Section 95, Chief Finance Officer). The chief officer has a direct line of accountability to the chief executives at the health board and the local authority.

A requirement of the Act is that the IJB also produces an annual performance report outlining progress towards delivery of the nine National Health and Wellbeing Outcomes within its local area.

Fife Localities

The Kingdom of Fife is a peninsula in eastern Scotland with a coastline of 170 kilometres (105 miles) bounded by the Firth of Forth to the South and the Firth of Tay to the North. It is the third largest local authority area in Scotland with a population of over 370,330. This represents 7% of the total population of Scotland. 96% of Fife residents live in 134 settlements, the largest of these being Kirkcaldy, Dunfermline and Glenrothes.

By 2039, the population of Fife is expected to increase by 4.5% to 387,214. The 16 to 19 age group is expected to reduce and those aged 75+ to see the greatest increase. This may be attributed to a declining birth rate and increased life expectancy in Fife, which is currently greater than the Scottish average for both males and females.

The extent of deprivation in Fife is fairly evenly spread across the different data zone bands from most to least deprived. The 2009 Scottish Index of Multiple Deprivation (SIMD) indicates that Fife has an increasing share of Scotland's most deprived areas. Fife has the sixth highest local authority share of the 15% most deprived data zones in Scotland. 51 (5.2%) of the 976 data zones in the top 15% across Scotland are located in Fife, 8 of which fall into the top 5%. The 2009 data also confirms enduring deprivation in specific areas of Fife. In recent years Fife's economy has moved away from traditional manufacturing industries towards the service sector.

Chief officers lead the development of integrated services and actions at a local level, so that approaches are tailored to local communities and circumstances. This localism is fundamental to integration as the Act requires health and social care partnerships to divide their area into at least two localities and within Fife there are 7 localities

:

- North East Fife
- Glenrothes
- Levenmouth
- Kirkcaldy
- Cowdenbeath
- Dunfermline
- South West Fife



Localities aims to achieve the aspirations we share for health and social care integration, with partners across the health and social care landscape, and their stakeholders, focussing together on our joint responsibility to improve outcomes for people. Profiles for each of the localities are available on the Health and Social Care Partnership website.

National Health and Wellbeing Outcomes

The main purpose of integration is to improve the wellbeing of people who use health and social care services, particularly those whose needs are complex.

This is intended to support achievement of the National Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under Section 5 (1) of the Act namely:

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
2. People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
7. People using health and social care services are safe from harm.
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
9. Resources are used effectively and efficiently in the provision of health and social care services.

Health and Social Care Standards

The Health and Social Care Standards set out what people should expect when using health, social care or social work services in Scotland.

They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and that the basic human rights we are all entitled to are upheld.

The objectives of the Standards are to drive improvement, promote flexibility and encourage innovation in how people are cared for and supported.

The Standards are underpinned by five principles; dignity and respect, compassion, be included, responsive care and support and wellbeing.

The Standards are based on five headline outcomes:

- I experience high quality care and support that is right for me.
- I am fully involved in all decisions about my care and support.
- I have confidence in the people who support and care for me.
- I have confidence in the organisation providing my care and support.
- I experience a high quality environment if the organisation provides the premises.



Health and Social Care Standards My support, my life



Principles

Dignity and respect

- My human rights are respected and promoted.
- I am respected and treated with dignity as an individual.
- I am treated fairly and do not experience discrimination.
- My privacy is respected.

Compassion

- I experience warm, compassionate and nurturing care and support.
- My care is provided by people who understand and are sensitive to my needs and my wishes.

Be included

- I receive the right information, at the right time and in a way that I can understand.
- I am supported to make informed choices, so that I can control my care and support.
- I am included in wider decisions about the way the service is provided, and my suggestions, feedback and concerns are considered.
- I am supported to participate fully and actively in my community.

Responsive care and support

- My health and social care needs are assessed and reviewed to ensure I receive the right support and care at the right time.
- My care and support adapts when my needs, choices and decisions change.
- I experience consistency in who provides my care and support and in how it is provided.
- If I make a complaint it is acted on.

Wellbeing

- I am asked about my lifestyle preferences and aspirations and I am supported to achieve these.
- I am encouraged and helped to achieve my full potential.
- I am supported to make informed choices, even if this means I might be taking personal risks.
- I feel safe and I am protected from neglect, abuse or avoidable harm.

Joint Inspection

In 2022, a first in Scotland, joint inspection of adult services, focusing on the outcomes and experiences of adults with physical disabilities and complex needs in the Fife Health and Social Care Partnership, has found clear strengths in how integrated health and social care services are positively supporting people's health and wellbeing outcomes. Inspectors also identified areas which could further improve.

Key strengths

- Most people had positive experiences of integrated and person-centred health and social care, which supported an improved quality of life.
- Many people and carers told us that they were listened to by workers who treated them with dignity, respect and kindness.
- Almost all people had support from a key worker during assessment, review and care planning processes. Overall, when people had the support of a key worker, coordination was good.
- The widespread adoption of collaborative approaches with external care providers improved the partnership's ability to respond to and recover from the pandemic.
- The Fife partnership's senior leadership team and extended leadership team had developed a strong collaborative culture. Most staff strongly agreed or agreed that joint working was supported by line managers and leaders.

Key areas for improvement

The partnership should:

- Continue to drive targeted efforts to improve outcomes for people and carers and make sure it has an integrated approach to providing information and advice.
- Improve its processes for anticipatory care planning and how it responds seamlessly from the point of view of people and carers.
- Make sure it balances responding to local needs with a consistent response by monitoring performance at a locality level.
- Leaders should continue to evaluate the effectiveness of organisational development across the wider workforce.
- Further progress is needed to maximise the impact of integrated service delivery on ensuring good outcomes and experiences for people going forward

The Principal Social Work Officer, alongside all members of the senior leadership team will continue to build on the good work that has commenced and support our commitment to continuous quality improvement to address the areas for improvement. The full report is available at: [Joint inspection of adult services in Fife Health and Social Care Partnership \(careinspectorate.com\)](https://careinspectorate.com)

Key Resources

Fife Health and Social Care Partnership: <https://www.fifehealthandsocialcare.org/>

NHS Fife: <https://www.nhsfife.org/>

Fife Council: <https://www.fife.gov.uk/>

IJB Papers, Minutes and Key Documents: <https://www.fife.gov.uk/kb/docs/articles/about-your-council2/politicians-and-committees/committees/committees/committees/fife-wide-or-strategic/health-and-social-care-integration-joint-board>

Health and Social Care Annual report 2021/22: [HSCP-Annual-Performance-Report-2021_2022.pdf \(fifehealthandsocialcare.org\)](#)

Participation and Engagement Strategy: [HSCP-participation-and-engagement-plan-2022.pdf \(fifehealthandsocialcare.org\)](#)

Local Partnership Forum Annual Report: [LPF-Annual-Report-2022.pdf \(fifehealthandsocialcare.org\)](#)

Workforce Strategy and Plan: [Fife-HSCP-Workforce-Strategy-and-Plan-2022-25.pdf \(fifehealthandsocialcare.org\)](#)

Community Planning: <https://www.fife.gov.uk/kb/docs/articles/have-your-say2/community-planning>

Localities: <https://www.fifehealthandsocialcare.org/publications/>

Health and Social Care Scotland: <https://hscscotland.scot/>

Public Health Scotland Act: <https://www.legislation.gov.uk/asp/2014/9/contents/enacted>

Fife Health and Social Care Strategic Plan: https://www.fifehealthandsocialcare.org/wp-content/uploads/sites/12/2019/10/HSCP_Strategic_Plan_2019-2022.pdf

Integration Scheme: [Microsoft Word - Fife Integration Scheme_FINAL_19.08.15 \(fifehealthandsocialcare.org\)](#)

Fife Mental Health Strategy: <https://www.fifehealthandsocialcare.org/wp-content/uploads/sites/12/2019/03/Draft-Mental-Health-Strategy.pdf>

Independent Review of Adult Social Care: [Independent Review of Adult Social Care - gov.scot \(www.gov.scot\)](#)

Inspection of Integration: [Joint inspection of adult services in Fife Health and Social Care Partnership \(careinspectorate.com\)](#)

Plan for Fife: http://publications.fifedirect.org.uk/c64_Plan_for_Fife_2017_2027.pdf

Fife Clinical Strategy: [admin.fifedirect.org.uk/weborgs/nhs/uploadfiles/publications/c64_CS-Final.pdf#:~:text=Fife's Clinical Strategy is aligned with key national,a future model of effective and proactive healthcare](#)

Facebook: [Blue Health and Social Care Partnership](#)

Twitter: [@Fifehscp](#) [@nickyconnorfife](#)

Appointment Arrangements

Please note that, in the interests of equality, we do not accept Curriculum Vitae.

Applications

Applications are made electronically at Myjob Scotland

Accessibility

We want our recruitment application process to be accessible to the communities we serve. Job information can be made available in alternative formats including audio, paper, large print and Braille, and translation upon request. We may need to involve other agencies to help us with this. If you require an alternative format or language to help you apply for this post you should email elaine.jordan@fife.gov.uk to advise of your specific requirements.

Employment references

References should include current and previous employers covering the last 3 years of your employment history. References will be taken up for the successful candidate only.

Evidence of qualifications

Candidates will be required to provide evidence of their qualifications and professional registration.

Medical assessment

Any offer of employment is subject to satisfactory Occupational Health Clearance. The Occupational Health Service will make an assessment on your fitness to carry out the post based on the information contained within the questionnaire. In certain circumstances further information is required before clearance can be given and Occupational Health may contact you by telephone or request that you attend for an appointment. Clearance must be obtained before a new employee commences employment with Fife Council.

Applicants with disability

A disability or health problem does not preclude full consideration for the job and an application from a person with a disability(ies) is welcome. All information will be treated as confidential. Fife Council has been approved, by the Employment Services Department, as an Equal Opportunities employer with a positive policy towards employment of disabled people. NHS Fife and Fife Council guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.

Criminal conviction check

All applicants who apply for posts which are exempt from the Rehabilitation of Offenders Act 1974 and who will have access to patients in the course of their employment will be required to consent to a Disclosure Scotland

Criminal Records Check or join the Protection of Vulnerable Groups Scheme. Any offer of employment is conditional upon a satisfactory check or confirmation of scheme membership being received and a commencement date for employment will only be agreed following this confirmation.

Failure to disclose convictions information as required will result in the offer of employment being withdrawn. If you are appointed, and it is found that you did not reveal a previous conviction you will be subject to disciplinary action and your employment may be terminated. Information in relation to Scotland's disclosure and rehabilitation of offenders' regime can be found on the Disclosure Scotland website www.mygov.scot/disclosure-types/

Overseas Criminal Record Checks

Disclosure Scotland is not able to check the criminal history system of candidates from countries out-with the UK. Therefore you are responsible for obtaining an overseas police check if you:

1. have spent three months or more (in a single period) in a non UK country in the last ten years
2. were born and have lived overseas until adulthood.

If necessary, you will need to provide a translated check from the country/countries involved at your own expense.

The Disclosure and Barring Service (DSB) formerly the Criminal Records Bureau (CRB) website at www.gov.uk/disclosure-barring-service-check provides guidance on how you can obtain further information from a number of overseas countries. If the country required is not listed on this website, you must contact the country's representative in the UK. See the Foreign and Commonwealth website at www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants

Immigration, Asylum and Nationality Act 2006 – Prevention of illegal working

Candidates must be eligible to work in the UK – The successful candidate will be required to provide original evidence of his/her eligibility to work in the UK. Guidance on suitable documentation will be provided.

Provision of false information

Candidates should also note that the provision of false information or the omission of material information in their application or at interview may lead to the offer of employment being withdrawn or summary dismissal.

Interview and assessment arrangements

Short listed candidates will be required to participate in a range of assessment activities including psychometric testing, a real play exercise, making a presentation and a values based interview. These activities will all contribute to testing candidate competence. It is anticipated that the assessment centre will be on 30th January 2022 and the formal interview will take place on 6th February 2022.

Informal Enquiries

For an informal discussion with Nicky Connor, Chief Officer & Director of Health and Social Care please contact carol.notman@fife.gov.uk and Kathy Henwood, Chief Social Work Officer please contact Isabel Middlemass Management support Officer on isabel.middlemass@fife.gov.uk

Discover Fife

With its stunning beauty, rich history and abundance of sporting and leisure activities, Fife is a fantastic place to live and work, with an identity and a character all of its own. The cost of living here is lower than the national Scottish average and house prices offer superb value for money, providing you with a high standard of living and quality of life. The major economic and cultural hubs of Edinburgh, Stirling, Perth and Dundee are all within easy commuting distance. In Fife you really can have it all.

Work life balance

As some of the largest employers in the region, NHS Fife and Fife Council are forward-thinking and innovative organisations. Fife Health and Social Care Partnership provides a supportive environment for staff where strong teams work and develop together and where individuals can flourish to realise their full potential.

It's a beautiful life

The Kingdom of Fife occupies the peninsula formed by the Firth of Forth to the south and the Firth of Tay to the north. The region's landscape is as beautiful as it is diverse, with rolling hills, lochs and spectacular coastline.

This is a place steeped in history. Dunfermline was the first capital of Scotland, home to royal inhabitants, as well as birthplace of Andrew Carnegie, steel magnate and philanthropist whose legacy lives on across the world to this day. The more recent past saw the establishment of the pits and coal mines, heavy industry whose rich heritage is still evident today in the close-knit communities of Cowdenbeath, Lochgelly and Kelty.

The town of St Andrews, named after Scotland's patron saint, sits on its own on a wide bay on our north east shores, boasting not only Scotland's first university, but also its oldest golf club, the Royal and Ancient Golf Club, which helped to establish the sport as one of Scotland's greatest exports.

Nowadays it's Kirkcaldy and new town Glenrothes that offer the modern bases favoured by major manufacturing and services industries. Both towns are well connected to Scotland's capital, Edinburgh and the North via the M90 motorway and are easily accessible in less than half an hour by car.

Well connected

Getting to and around Fife is simple, with excellent public transport links from around the UK. This fabulous region is not far from Scotland's cities and is also very easy to get around.

With Edinburgh just to the south, Dundee and Perth to the north, and Glasgow to the south west, Fife is in a great position in Scotland and getting here is simple thanks to excellent air, road, rail and public transport links from around the UK.





By road

If you are driving from Edinburgh and the south, Edinburgh is directly connected by the Queensferry Crossing. Then head to Dunfermline where the A92 takes you further into Fife.

From Glasgow and the west, it is easiest to take the M8 to Edinburgh and then head to Fife from there. The best route from Aberdeen and Dundee is to head for the Tay Road Bridge where the A92 continues into Fife. If you are heading to Fife from Inverness, Perth and the north, follow the A9 from Inverness to Perth. Continue down the M90 from either the A912 at the Bridge of Earn, or continue to Dunfermline on the A92.

The A92 connects the whole region and is perfect for car touring with many well sign-posted scenic routes linking the smaller towns and villages.

By train

If you wish to get the train here, there are a number of train stations which have direct rail connections to other towns and cities in Scotland, including Edinburgh, Glasgow, Dundee, Aberdeen and Inverness. There are also links to major English towns and cities on the east and west coast. Fife Circle trains make stops at numerous towns and villages in south west Fife, while there are also regular trains which run between Edinburgh and Dundee.

By air

National and international flights fly into Edinburgh International Airport and Dundee Airport, which are both just a 20-minute drive from the Kingdom of Fife. In addition, there is Glasgow International Airport, which is just over an hour away.

By bus

Buses from all over the UK stop at Inverkeithing Ferrytoll, where you can continue your journey throughout Fife by bus. An express coach network links Anstruther, Dunfermline, Kirkcaldy, Leven, Glenrothes, Cupar and St Andrews and is complemented by local bus networks in each town.