

## PRINCIPAL LEAD FOR ORGANISATIONAL DEVELOPMENT AND CULTURE

Reference No:	A4705		
Service:	Fife Health and Social Care Partnership		
Job Family	Social Services / Social Work / Social Care	Grade:	FC12

### Purpose

Accountable to the Director of Health and Social Care for leading the development and delivery of Culture, Leadership, Organisational Development, and Integrated Workforce Strategies, in alignment with the strategic priorities of the Fife Health and Social Care Partnership Strategic Plan, the overall aims of the Partnership and to support the Integration Joint Board to carry out its functions.

As a core member of Fife Health and Social Care Partnership Senior Leadership Team, provide specialist expertise and support, champion and provide best practice solutions for culture, leadership, organisational change and development, performance management and employee engagement. Develop leadership and management capacity and capability that supports the delivery of high performing, outcomes focused, person centred and sustainable Integrated Health and Care Services for the people of Fife.

Responsible for developing, shaping, implementing, and managing a high quality, transformational and professional OD service that supports the development of an inclusive, values-based culture, working with teams across the partnership to promote an integrated learning culture.

Principle support to the Director of Health and Social Care to implement the "Integration Matters" strategic programme driving Transformational Change to enable systems leadership at the highest level in the organisation. Build resilience and influence cultural change across an extended Senior Leadership Team and work with a range of internal and external stakeholders to effect cultural change in the way people work together, provide services at

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the front line and within localities, to increase the pace and scale of integration in Fife in line with the outcomes of Integration and Integration Planning Principles.

Embracing digital working is at the heart of transformation change and post will lead on the development of a digital workforce culture and mindset.

<p><b>Task or Responsibility</b> - For this role, there is an expectation that all, or a combination, of the following will be undertaken:</p>
<p>Working with the Director of Health and Social Care and Senior Leadership Team, lead the development, implementation and delivery of efficient and effective leadership and organisational development policies, strategies, approaches, practices and plans that align with the vision and strategic policies and priorities of the Fife Health and Social Care Partnership Strategic Plan and the overall aims of the Partnership, which support the ongoing development of Fife Health and Social Care Partnership as a whole, resulting in desired culture change, leadership excellence, enhancing internal capacity and facilitating transformational change.</p>
<p>Leading the design, facilitation and implementation of innovative business, leadership and organisational development, change management and learning approaches to improve business functions, support cultural and organisational change, talent management, succession planning and performance improvement in line with organisational vision, values and business strategies, within the context of constrained resources, conflicting priorities, and the wider “political” contexts and complex strategic change agendas.</p>
<p>Through Executive Coaching, improve behaviours, leadership approaches, business strategy and action enquiry approaches of Senior Leadership Team. Responding to critical organisational issues that affect the ability to achieve the vision and business strategies.</p>
<p>Developing leadership and management capacity and capability that drives a culture of high performance, continuous feedback, and continuous</p>

<p><b>Person Specification: Skills, Knowledge, Qualifications or Experience</b> - Criteria can apply to more than one task or responsibility</p>	E	D
Educated to SCQF level 9 which includes a Degree or equivalent	✓	
Post graduate level education relevant to area of responsibility	✓	
Substantial experience in organisational development or leading complex change involving people and transformational change	✓	
Qualification in OD or HRD specialism or equivalent e.g., CIPD	✓	
Record of success in managing large complex services	✓	
Senior leadership and management experience within a large, complex, and publicly accountable organisation delivering health or social care services	✓	
High self-motivation and resilience, in order to flex, manage and prioritise competing demands	✓	
Ability to analyse complex issues and determine creative and practical solutions	✓	
Ability to support challenging conversations on wicked issues to facilitate and mediate solution focussed outcomes	✓	

# Role Profile

<b>Task or Responsibility</b> - For this role, there is an expectation that all, or a combination, of the following will be undertaken:
development. Ensuring staff are supported with the development of knowledge and skills and demonstrate the behaviours and values that are core to the delivery of high-quality integrated health and social care services.
Providing expert professional organisational development leadership, focus and direction for the behavioural and cultural aspects of integrated services, building strong partnerships with relevant parties, and in pursuit of shared strategic aims. Role modelling cultural change to value staff, public and partners enabling pace and scale of integration in Fife.
Ensuring the implications of operational and organisational development activity are fully understood, identifying and addressing service, team, or individual issues, ensuring there is an integrated response, working collaboratively with other relevant stakeholders to deliver across the Partnership.
Leading the development of the Extended Leadership Team to provide effective leadership and positively model values and desired behaviours, ensuring improved team dynamics, and improved outcomes relating to strategic and operating environment of the HSCP. Enabling whole system working and connections across primary and preventative care, community care, complex critical and business enabling services.
Providing expertise and specialist knowledge on cultural change and integrated leadership and workforce development. Acting as point of OD expertise on multi-functional working groups and projects both internal and external to the Partnership. Working with HR and OD colleagues to ensure the implications of HR and organisational development activity are fully understood and there is an integrated response to delivery across both these functions.
Working with key stakeholders, representing the HSCP by participating in the delivery of national programmes across the Partnership, maximising the opportunities for employees. Presenting to IJB, SLT and other boards/groups on complex and strategic development projects. Working in partnership through the Local Partnership Forum to reach agreement on sensitive and potentially contentious strategy developments.

<b>Person Specification: Skills, Knowledge, Qualifications or Experience</b> - Criteria can apply to more than one task or responsibility	<b>E</b>	<b>D</b>
Emotional and professional resilience	✓	
Highly effective leadership and influencing skills	✓	
Strong conflict resolution and problem-solving skills	✓	
Evidence of leading by example, building and maintaining positive relationships through collaborative and partnership working, and personally displaying values-based leadership behaviours.	✓	
Highly skilled negotiator able to optimise partnership and collaborative working to deliver the best outcomes	✓	
MSC/MBA Education		✓
Extensive knowledge and expertise in OD practices, tools and methodologies and proven track record of applied practice	✓	
Excellent communication and influencing skills evidenced across diverse service areas	✓	
Astute political awareness, customer focus and partnership working	✓	

<b>Task or Responsibility</b> - For this role, there is an expectation that all, or a combination, of the following will be undertaken:
Providing facilitation, advice and expertise on culture, leadership, and organisational development practice to the HSCP, in line with good practice and legislative frameworks. Supporting effective change management and service redesign that supports new ways of working to evidence the outcomes of Integration and Principles of Integration, enabling people who work in health and social care services feel engaged with the work they do and be supported to continuously improve the information, support, care, and treatment they provide.
Designing and coordinating effective cross team collaboration and matrix working, using relevant tools and techniques, presenting training, facilitating workshops and leading/being a member of cross-organisational working groups and action learning sets.
Commissioning and managing additional internal or external resources as and when required and managing budgets, ensuring the provision of innovative and creative best value organisational development solutions, meeting the needs of the HSCP.
Leading the delivery of corporate objectives which support the ongoing development of Fife Health and Social Care Partnership as a whole, aligned to delivery of the strategic plan, valuing and leading people, and other specific areas of corporate responsibility. Managing implementation against agreed corporate time frames, budget and reporting against agreed performance measures.
Taking a lead role in Delivering "Integration Matters" Strategic Programme of Culture Transformational Change. Leading the development and overseeing the implementation of a culture of continuous learning where values and behaviours drive individual, team, and organisational performance. Role modelling cultural change to value staff, public and partners enabling pace and scale of integration in Fife.

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Management qualification or training		✓
Evidence of providing clear direction to support and lead complex organisational and service change with collaborative working, genuine delegation and staff empowerment that produces results.	✓	
Experience of managing budgets and delivering best value	✓	
Experience of public sector commissioning	✓	
Ability to provide a regular and effective service	✓	
Ability to engender a positive performance culture and to motivate/empower/coach others to give their best	✓	
Experience of developing and maintaining effective and positive working relationships, working across agency and professional boundaries in an effective collaborative way	✓	
Knowledge of Health and Social Care Integration and joint bodies and NHS and Council services	✓	

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<p><b>Task or Responsibility</b> - For this role, there is an expectation that all, or a combination, of the following will be undertaken:</p>
<p>In line with Government Policy Frameworks to increase the pace and scale of Integration championing collaborative leadership and building relationships to ensure that shared and systems leadership underpins and drives forward integration and that all leadership development will be focused on shared and collaborative practice.</p>
<p>Ensuring processes are in place to support or deliver statutory, legal and national targets for area of remit including requirements of the Public Bodies (Joint Working) (Scotland) Act 2014 and the Integrated Health and Social Care Workforce Plan for Scotland (2019), to support an approach to workforce planning which considers the needs of an integrated health and social care workforce, including the impact of third and independent sector care provision as part of an overall planning process.</p>
<p>Leading on the development and Implementation of the Health and Social Care Partnership Integrated Joint Workforce and Organisational Development Strategy to support delivery of effective integrated services, in line with the Strategic Plan to support the Integration Joint Board to carry out its functions across Statutory, voluntary and independent sector services.</p>
<p>Providing vision, leadership and operational management of the Organisational Development Change Team by managing people, performance, development, health and wellbeing issues and resources effectively. Ensuring the team delivers a consistent, professional, strategic, and high-quality service to all areas of the Partnership.</p>
<p>Leading the elements of being a learning organisation whilst supporting individual team and organisational change to help inform the recovery and resilience planning approach towards a shared vision, system thinking and team learning. Supporting the workforce to work in amore digitally enabled way through new ways of working.</p>
<p>Commissioning development opportunities and programmes with universities, colleges, Scottish Government leadership Unit and Project lift.</p>
<p>Driving a succession planning and talent management approach that enables leadership competencies to flourish and enables staff to be proficient in new ways of working. Such as, how to still enable team working and staff resilience post covid when there is a focus on</p>

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<p>Experience and track record of successfully delivering projects/change within the public or private sectors</p>	✓	
<p>Clear appreciation and understanding of the dimensions of the post both in the public and political arena</p>		✓
<p>Ability to manage ambiguity and complexity translating these as appropriate to target group.</p>	✓	
<p>Experience of team and matrix management</p>	✓	
<p>Ability to manage change and embrace different ways of working</p>	✓	
<p>High standard of personal and professional integrity</p>	✓	
<p>Evidence of shaping policies and systems that reward a “can do” culture</p>	✓	

<b>Task or Responsibility</b> - For this role, there is an expectation that all, or a combination, of the following will be undertaken:
embedding digital and remote working.
Responding to changing demands, internal and external challenges, driving a culture of continuous improvement in services which will support future development and improve on service standards, within agreed budgets and resources.
Establishing and maintaining positive and effective communication, consultation, staff engagement and collaborative working relationships across the Partnership and with Trade Unions and other community partners, ensuring work is integrated with and supports other related work in the HSCP and beyond. Developing opportunities to work more effectively with partners to enable a “team Fife” culture and support whole system working.
Nurturing conversations that show compassion and support innovation to support the Delivery of the National Wellbeing Plan - Creating a positive emotional climate - Sharing an experience of positive affect - Encouraging staff engagement in the HSCP and having the capacity to be compassionate to others.
Leading development work with the Integration Joint Board to support a shared understanding, mutual respect and joint working across members in line with the values and behaviors outlined in the Standards Commission for Scotland.
Preparing and leading presentations, reports and internal communications. Presenting to the Integration Joint Board, Senior Leadership Teams, Committees and wider audiences.
Developing and embedding an approach to the evaluation of culture, leadership, and organisational development activities, determining the effectiveness of interventions, updating/refreshing these as required to optimise their beneficial impact.
Contributing to the wider development of the Health and Social Care Partnership as a member of the Senior Leadership Team and the

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Ability to respond to HSCP needs aligned with strong organisational and business awareness and provide constructive challenge where appropriate	✓	
People management skills	✓	
Ability to motivate and develop others to deliver results and strategic outcomes within a challenging environment Knowledge and experience of systems leadership	✓	✓
Professionalism, tact, diplomacy, and political astuteness	✓	
Evidence of working successfully in a sensitive political context		✓
Excellent presentation, delivery and report writing skills	✓	
Evidence of continued professional development since qualification	✓	
Ability to lead and work autonomously on a range of concurrent, complex issues and conflicting priorities	✓	

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<p>Extended Leadership Team. Working closely and in an integrated way with the Senior Leadership Team supporting systems leadership.</p>				
<p>Deputising as required for the Director of Health and Social Care.</p>	<p>Ability to travel as required</p>		<p>✓</p>	
<p>Undertaking all other duties as required for the role. Duties will be in line with the grade.</p>				

<p><b>Type of Protection of Vulnerable Groups Scheme (PVG Scheme) or Disclosure Check required</b></p>	
<p><b>Before confirming appointment:</b> You may be required to obtain PVG scheme membership or a Disclosure check. Please refer to the job advert for clarification of the specific requirement.</p>	
<p><b>Additional Information</b> – the following information is available:</p>	<p><b>Expected Behaviours</b></p>
<ul style="list-style-type: none"> <li>• Skills Framework (if applicable)</li> <li>• <b>How</b> we work matters</li> </ul>	<p>Every council employee is expected to lead the way by making decisions and behaving in ways that uphold our community commitments and values.</p> <p>Please refer to How We Work Matters Guidance to learn more.</p>