



Join Us

Head of Service

Children, Families and Justice Services and Chief Social Work Officer

Candidate Information Pack

Welcome



Dear Candidate,

Thank you for your interest in our new post of the Head of Children, Families and Justice Services and Chief Social Work Officer.



This role is a unique opportunity for an exceptional person who can evidence outstanding leadership qualities and a passion for driving forward a shared ambition to provide the very best possible services for our island community.

Innovation, energy and drive are our watchwords when it comes to service delivery at a time of challenge and change for local government in Scotland. These are the qualities this position requires. The Council is looking to invest substantially in its management team and wider resources, and we need the right leaders to ensure that this investment pays its dividend in terms of setting and achieving our ambitions.

Our Council consistently punches above its weight. Where there is challenge, we look for opportunity. Funding from traditional sources may be shrinking; we are developing ways to generate new income streams from renewable energy that will also play a considerable role in making Orkney carbon neutral in the years ahead.

Importantly we are establishing a new Corporate Leadership Team to drive our work forward in collaboration with our Elected Members, our Extended Corporate Leadership Team, our partners and our community.

This is an exciting time to take on this critical senior role within the Extended Corporate Leadership Team. We have some of the finest facilities in Scotland and our vibrant and forward-thinking community is regularly voted the happiest and the best place to live in the UK. Our quality of life is second to none.

As we state in The Council Plan, this Council will work tirelessly to safeguard our cherished islands and achieve the best possible outcomes for the people of Orkney. If you relish challenge and share our vision, this role is perfect for you.

John W Mundell OBE

Interim Chief Executive - Orkney Islands Council

Welcome



Thank you for your interest in this position.

Considering a move to somewhere like Orkney can feel like a daunting decision, what will it be like? Where will I live? What about Schools and childcare? Why should I come to Orkney?

We have tried to answer some of these questions and give you some information about living and working in Orkney and further details about NHS Orkney. I hope that you find this pack useful and it helps you come to the conclusion that you should apply to work with us.

NHS Orkney is committed to the delivery of high-quality, safe, and effective care for all that need us. We are proud to employ about 700 staff across our community, primary and secondary care services.

NHS Orkney has seen significant changes in how we deliver services to our community with a real focus on providing care in Orkney and ideally in their own home. The pace of change will continue to accelerate driven by the committed staff who are keen to adopt new and innovative ways of working without losing what is special to working in Orkney, our community. I am committed to working in an open, honest and transparent way that supports staff to innovate, be bold and be brave knowing that not everything we do turns out as we intended, and it is important that we learn from these events so we can continue to improve what we do. NHS Orkney has a clear set of core values and these drive all we do:

- Care and Compassion
- Dignity and Respect
- Quality and Teamwork
- Openness, Honesty and Responsibility



The final thing I would like to say to any prospective applicant is that Orkney occupies an enviable location at the north of Scotland with breath taking beaches, hills, and rolling countryside right on our doorstep. Orkney has consistently come out top in national lifestyle and happiness surveys, with an open and vibrant community, it is the perfect location to provide a safe and welcoming home. This, along with Orkney's direct flight connections to other major cities in Scotland, means the area can offer employees plenty of opportunities for those in pursuit of finding the right work-life balance.

Michael Dickson

Interim Chief Executive - NHS Orkney

The Role



Head of Service

Children, Families and Justice Services and
Chief Social Work Officer (ORK05676)

35 hours per week

Permanent

£82,877

(incorporating the defined statutory role of Chief Social
Work Officer and including Distant Islands Allowance)



Orkney provides a beautiful setting in which to live and work and a wonderful opportunity to combine a fulfilling and challenging career with the best that the islands can offer in terms of lifestyle. Our vibrant and forward-thinking community is regularly voted the happiest and the best place to live in the UK. Our quality of life is second to none, with a rising population, excellent local services, and a multitude of opportunities and facilities to cater for whatever your interests outside of work may be.

The Role

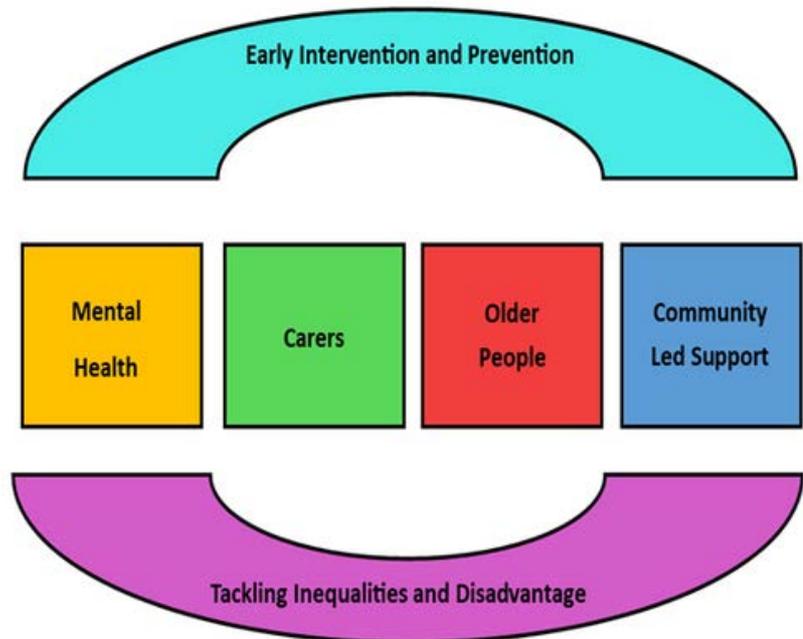
We are looking for a Head of Service with energy and drive to help lead our Services and workforce who can support and contribute directly to the Integration Joint Board (IJB), Orkney Islands Council (OIC) and NHS Orkney (NHSO)'s strategic visions.

The IJB, OIC and NHSO wants the very best for our community and needs proven and inspiring senior leaders who can help shape effective and engaging policy and translate ambitions into action and successful outcomes.

These are of course challenging times for Public Bodies, however here in Orkney we believe we are well placed to rise to these demands.

Despite being the smallest coterminous Council and Health Board in Scotland, our unique Council and Health Board with its breadth of services, along with our commitment to climate change, renewables and sustainability, presents unparalleled opportunities for innovation and development, whilst we strive to maintain high quality public services for our residents.

The Orkney Health and Social Care Partnership (HSCP) have developed the Strategic Plan 2022 – 2025 which details the 5 priority areas and 2 over-arching priorities to help shape how delegated health and social care services will be delivered in a more integrated way, improving the quality of support for people who need it, in Orkney.



OIC's Corporate Leadership Team (CLT) has developed the Our People, Our Plan Programme which is designed to focus our corporate leadership and organisational capacity to ensure outstanding performance on the seven most critical key priorities in the Council Plan, by providing the platform for energising staff and improving confidence across our communities and our stakeholders.

The Role

NHSO's Clinical Strategy has now been finalised. The document sets out the aims regarding how clinical teams and services will develop and grow in order to meet the needs of the people of Orkney over the next five years.

The Strategy takes on board all the feedback which was submitted as part of the community survey which took place in October 2021. The Strategy outlines the approach NHSO will take to shape services which will be driven by evidence, best practice, safety, and transparency. To achieve the aims, NHS Orkney will ensure that we support and develop our workforce, harness the power of technology and innovation, and undertake continuous quality improvement.

The Clinical Strategy identifies three areas of change:

- Reducing health inequalities
- Prevention and early intervention
- Improving care and supporting independence

And Four areas of focus over the period of the plan:

- Improving the health and wellbeing of the population of Orkney
- Children and young people
- Mental health
- Supporting independence for people living with long-term conditions

Our People - Our Plan

Our leadership and organisational capacity will be focused to ensure outstanding performance on these key priorities, providing the platform for energising staff and improving confidence across our communities and our stakeholders

Delivery Model	
Our delivery model for the future is clearly defined, effective, appropriately resourced and understood by all	
Inspiring Culture	
We have an organisational culture that inspires and enables our people to excel and builds our capability	
Drive Innovation	
We drive innovation and outstanding performance through inspiring people, improving processes and changing our approach to performance management	
Stimulate Economic Recovery	
We will stimulate economic recovery by accelerating the council's social housing new build programme	
Improve Connectivity	
We improve digital and transport connectivity and enable economic growth by facilitating the delivery of 21st century infrastructure	
Strategic Development	
We will enable economic sustainability and prosperity by investing in strategic asset development such as renewable energy projects	
Enable Full Potential	
We will work alongside others to improve the care, support and protection of all our service users to enable everyone's full potential	

www.orkney.gov.uk/OPOP

The Role

You must be enthusiastic about working in partnership with our community partners and stakeholders to deliver the best outcomes for Orkney. Whilst we value innovation and the ability to drive change, we also expect a strong commitment to good governance and accountability.

If you want an exciting and varied challenge, and believe you are up to the high standards we demand, we look forward to hearing from you.

This post is politically restricted in terms of the Local Government and Housing Act 1989.

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For further information about the role visit www.orkney.gov.uk/JoinUs and <https://www.ohb.scot.nhs.uk/working>

For an informal discussion about these posts please contact: Catriona Mackie, Director, Aspen People at cmackie@aspenpeople.co.uk

A selection process is scheduled to be held in Orkney during w/c 30 January 2023

Closing date for applications: Sunday 22 January 2023

Please note that interview and relocation expenses will be paid for this post in accordance with OIC Policy, as direct employer.

What's Involved



Orkney HSCP Heads of Service are a pivotal part of the Orkney HSCP Senior Management Team (SMT); OIC's Extended Corporate Leadership Team (ECLT) and NHSO's SMT, sharing leadership responsibilities and accountability for the success of the Orkney HSCP, OIC and NHSO. Heads of Service provide a critical link between operational and service delivery requirements of the Orkney HSCP, OIC and NHSO and the formulation and implementation of service and organisational strategy at Orkney HSCP SMT, OIC CLT and NHSO Executive Management Team (EMT) level.

Heads of Service will engender a culture of openness and trust where people behave in line with the organisation's values and recognise people for their efforts and performance, promoting culture that supports and recognises innovation and actively encourages people to challenge the way things work.

Orkney HSCP Heads of Service will be accountable to the Chief Officer and act as strategic lead for the development and delivery of key services and core service outcomes as well as strategic initiatives, ensuring that all service activities are effectively integrated and focussed towards agreed IJB, OIC and NHSO services and business objectives.

Orkney HSCP Heads of Service will lead the strategic agenda in defined professional areas and in doing so will require a current and comprehensive understanding of that sphere of activity and context, providing expert advice and support to services across the IJB, OIC and NHSO.

Orkney HSCO Heads of Service will develop strong relationships with OIC CLT, NHSO EMT and the wider chief officer group to develop and implement progressive and integrated change and transformation programme across IJB, OIC and NHSO services.

Orkney HSCP Heads of Service will develop and take forward strategies to enable cultural, behavioural, and organisational change strongly aligned to the IJB, OIC and NHSO values, encourage new ways of thinking and working across the IJB, OIC and NHSO and partner organisations to deliver better outcomes for Orkney, its communities, customers and service users.

What's Involved



Orkney HSCP Heads of Service should therefore demonstrate a wide and comprehensive vision of the partnership working arrangements. Aligned to this will be the need for the Head of Service to seek opportunities to integrate digital solutions to meet existing and future service needs

Orkney HSCP Heads of Service will challenge existing practices and lead initiatives for new and more efficient use of resources by providing effective leadership and management that will contribute to the continuous improvement of the IJB, OIC and NHSO.

Orkney HSCP Heads of Service will provide high quality, responsive, professional support to the Orkney HSCP SMT, OIC ECLT and NHSO SMT and wider chief officers to support the implementation of strategic and corporate priorities and statutory responsibilities, ensuring teams work collaboratively with other parts of the organisations to deliver strategic outcomes; effective partnering arrangements and an effective response to operational demands.

We want our Heads of Service to demonstrate the following behaviours and competencies:

- An inspiring and visible leader with exceptional people and communication skills
- Be a mentor, facilitator, visionary, change agent, influencer, team player, decision maker
- Live the values of integrity, accountability, empathy, humility, resilience, vision, influence and positivity
- Adept at removing the barriers that get in the way of delivering excellent customer service and creating a positive environment for staff to perform
- Ability to create an environment of trust and encouraging dialogue with teams
- Able to lead, mentor, encourage and empower staff
- Ability to take responsibility for own learning and continuous improvement
- Ability to be an outstanding advocate and represent the IJB, OIC and NHSO positively with partners and stakeholders
- Responsible and accountable for delivery of outstanding performance results
- Demonstrable highly developed interpersonal and team working skills with a proven ability to form effective partnerships, motivate, enthuse and drive individual and team performance
- Adept at building appropriate and effective networks, nationally, intra and inter organisationally, commercially, in the third sector to connect effort, intellect, resources and services to best serve communities

Core Competencies

- Being customer/client focused
- Working effectively with others
- Managing change
- Taking ownership and responsibility
- Communicating effectively
- Planning and decision making
- Leadership
- Managing performance and developing others
- Political sensitivity
- Financial Acumen

Key Duties and Responsibilities



To provide leadership and direction across the following areas of service delivery and operations:

- **Children and Families Social Work**
- **Justice Services**
- **Children's Residential and Respite Services**
- **School Nursing**
- **Allied Health Professions - Children**
- **Public Protection (including Alcohol and Drugs Partnership Lead Officer)**
- **Health Visiting**
- **Chief Social Work Officer function**

Person Specification

Factor	Essential	Desirable
Relevant Experience	<ul style="list-style-type: none">• At least 7 years strategic management experience in a large complex organisation• Experience of leading and delivering transformational change• Ability to demonstrate a track record of achievement at a senior level• Experience of working at a senior management level in a complex political environment• Experience of building effective partnership working with trades unions, internal and external parties• Senior level experience of Inspection and Audit processes	<ul style="list-style-type: none">• Programme/Project Management• Experience of communicating constructively with the media• Experience of working in a multi-disciplinary environment• Experience of working in a senior public service management position
Education/ Training	<ul style="list-style-type: none">• Qualified Social Worker and registered with the SSSC• Sound understanding of all key policy developments across health and social care• Senior management development and training• Demonstrable commitment to ongoing CPD	<ul style="list-style-type: none">• Recognised management qualification
Other Requirements	<ul style="list-style-type: none">• Ability to travel efficiently and effectively between various work locations both within and outwith Orkney.	

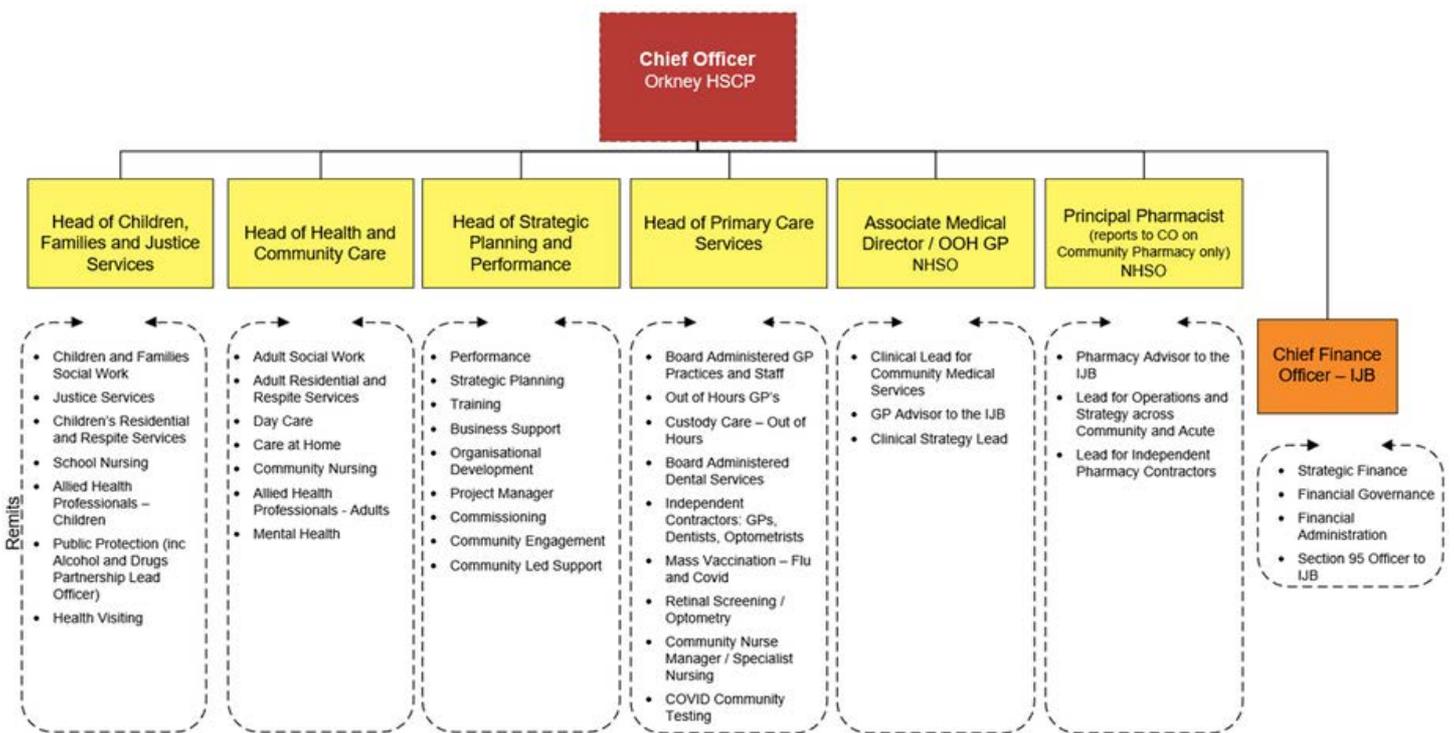
About Us

IJB was formally established in 2016, following the introduction of the Public Bodies (Joint Working) (Scotland) Act 2014 and has responsibility for commissioning the delegated health and social care services detailed within the Orkney Integration Scheme.

The Integration Joint Board is made up of a 6 Voting Members, 3 OIC Elected Members and 3 NHSO Non Executive Board Members, and 12 Non Voting Members which includes a variety of professional advisors, stakeholder and locally agreed in additional to requirement Members.

Further information about the IJB, and the Orkney HSCP, is available at www.orkney.gov.uk/OHSC

Organisational Structure



About Us

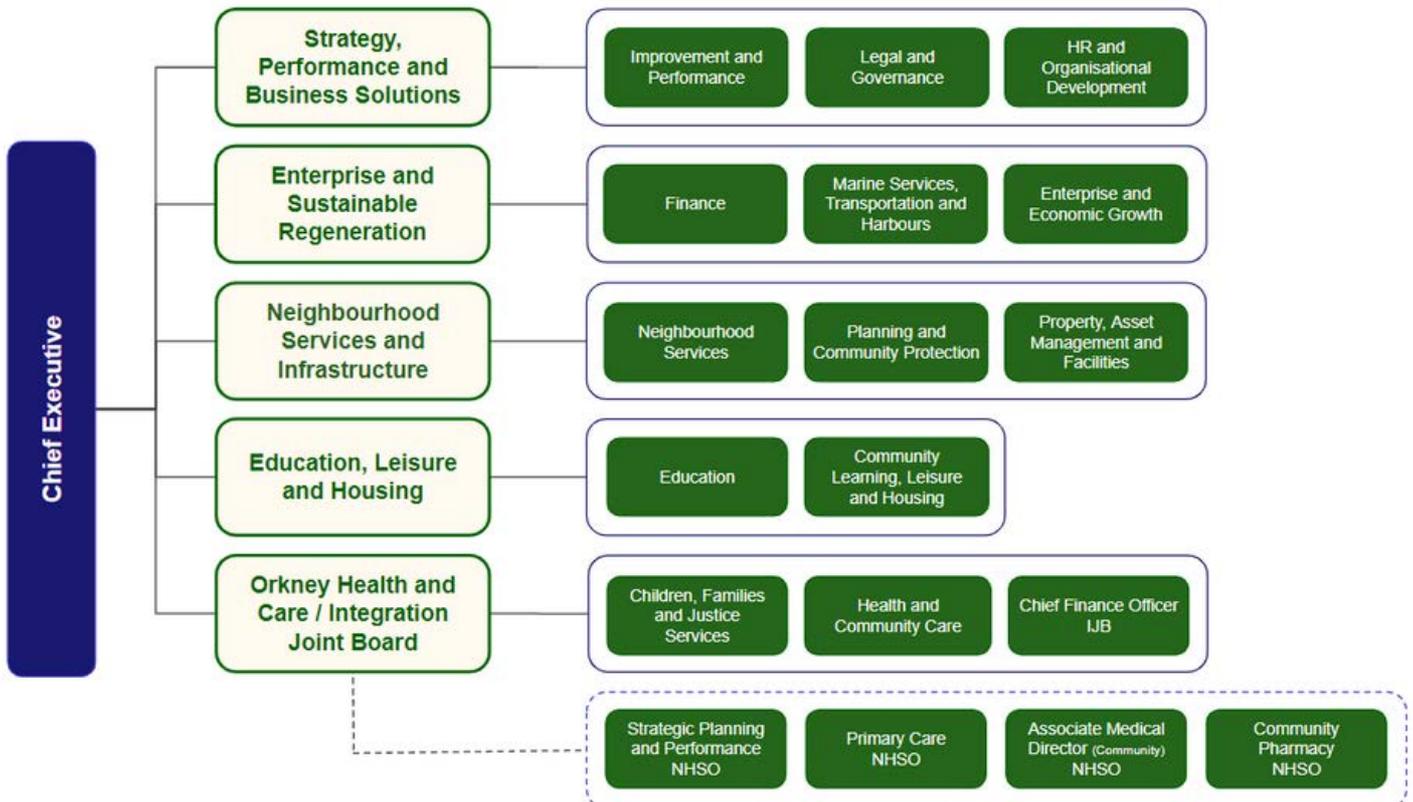
OIC is the smallest of Scotland's 32 Local Authorities, employing approximately 2,200 staff. As well as the usual local authority services, the Council acts as the Harbour Authority and runs Marine and Transportation Services including six island airfields with associated emergency services and manages Orkney College.

The Council is made up of 21 locally elected Councillors, who represent a total of 6 ward areas covering the Orkney area. Currently there are 19 Independent Councillors and 2 from the Scottish Green Party.

The Council has significant ambition and is currently working to develop community windfarms, progress major development opportunities in Scapa Flow, is seeking to secure the transition to a green future for the Flotta Oil Terminal with tangible community benefits and jointly deliver the Islands deal with the Councils and communities of Shetland and Comhairle Nan Eilean Siar.

Further information about the Council is available on the website: www.orkney.gov.uk

Organisational Structure



About Us

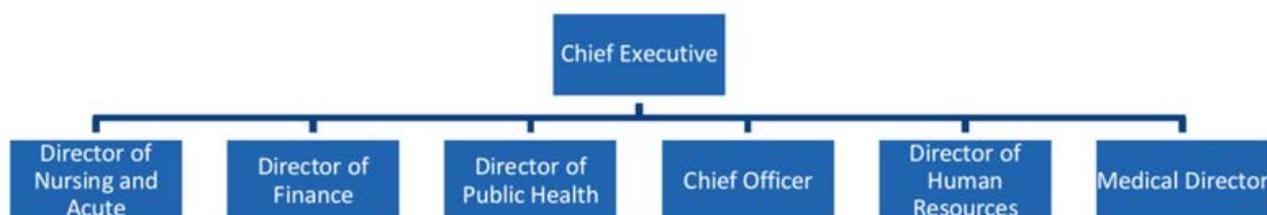
NHS Orkney is committed to the delivery of high-quality, safe, and effective care for all that need us. We are proud to employ about 700 staff across our community, primary and secondary care services.

NHS Orkney's hospital and healthcare facility, The Balfour, opened in 2019 and is transforming the way healthcare is delivered. With inpatient wards, an emergency department, outpatients, diagnostic services, Dentistry, two GP practices and the Scottish Ambulance Service all under one roof, there are excellent opportunities for close multidisciplinary working to benefit our patients. We are now working towards further investment in our outer island facilities. These developments allow us to drive forward service improvement with confidence.

The Board of NHS Orkney consists of 9 Non-Executive members and 5 Executive Members. The Non-Executive Members are lay people who are invited to sit on the Board by the Cabinet Secretary for Health and Sport. These people generally have other jobs but they receive some remuneration for activities involving their Health Board duties. The Executive Members are all senior managers.

Further information about NHS Orkney can be found at www.ohb.scot.nhs.uk

Organisational Structure



About Us



Plans

- www.orkney.gov.uk/IJB
- www.orkney.gov.uk/OurPeople-OurPlan

Social Media

- facebook.com/OICUpdates
- twitter.com/OrkneyCouncil
- linkedin.com/company/OrkneyCouncil
- youtube.com/OrkneyIslandsCouncil
- facebook.com/nhsorkney
- twitter.com/NHSOrkney
- instagram.com/nhsorkney
- linkedin.com/company/nhs-orkney

Useful Links

- www.orkney.com
- www.orcadian.co.uk
- www.visitscotland.com/destinations-maps/orkney/
- www.ohb.scot.nhs.uk
- www.vaorkney.org.uk
- www.orkneycommunities.co.uk
- www.orkneycommunities.co.uk/CommunityPlanning

Property and Housing

- www.ohal.org.uk
- www.orkneyleasing.co.uk
- www.orkneypropertycentre.co.uk
- www.lowsorkney.co.uk
- www.jeprobertson.co.uk
- www.kallanproperties.co.uk
- www.dreverandheddle.co.uk

Travel

- www.hial.co.uk/kirkwall-airport
- www.northlinkferries.co.uk
- www.pentlandferries.co.uk

Introduction to Orkney



Lying off the northern coast of Scotland, between John O'Groats and the Shetland Isles, Orkney is an archipelago of over 70 beautiful islands, 17 of which are inhabited.

The total population is approximately 22,400 with approximately 80 percent living on the Mainland of Orkney. Kirkwall, with its spectacular red sandstone 12th century cathedral and a population of 7,500, is the administrative centre of Orkney with a good mix of shops, supermarkets and businesses.

The smaller town of Stromness has a population of about 2,500 situated in the West Mainland.

To the East of the Mainland, with a population of around 1,500, are the islands of South Ronaldsay and Burray. The remote and north isles vary in population from 1 person to circa 600. Orkney is a wonderful place to live and work and has been voted the happiest place to live in the UK. Orkney also offers; low pollution, low crime, excellent schools, good leisure facilities, unique wildlife and amazing scenery.



Orkney's economy is primarily agricultural. Most farmers breed and rear beef cattle of the highest standard, although dairy cows and sheep are also kept. Tourism generates some £70m million per year, followed by farming at approximately £50m, followed by energy and oil. Fishermen compete with seals and sea birds to enjoy the rich bounty provided by the surrounding seas. Orkney is at the forefront of renewable energy innovation in the UK. Wind turbines are dotted around the islands and wave and tidal energy research and development is on-going.



Introduction to Orkney

In economic terms Orkney holds an enviable rate of those in employment, with the unemployment rate currently the lowest in the country.

Orkney is truly a place for children, a great place for a family. The community spirit is amazing. There is so much for children and adults - theatre, drama, dance and ballet classes. Schools in Orkney are very good. And for adults visiting relatives and friends there is so much to see and do, playing a round of golf, fishing, kayaking, walking, cycling, diving, wind surfing are but a few. The Pickaquoy centre provides a lovely, modern, well equipped sports, leisure and entertainment facility.

Imagine all of these within walking distance of your home and workplace.

Houses and farms are dotted all over the gently rolling landscape and the sea is never more than a few miles away.

The Gulf Stream passes close by giving Orkney a surprisingly temperate climate. Frost and snow do not occur as often as may be expected, but it can be windy with the landscape dominated by the panoramic skies. There are often dramatic changes in the weather, and it is said that you can experience all four seasons in the course of a few hours. The days are short and dark in winter, but in the summer, it is possible to read or play a round of golf late into the evening in the long days of June and July.

To the archaeologist, Orkney is rich in ancient monuments. Tourists come from all over the world to admire the 12th Century St Magnus Cathedral in Kirkwall and other spectacular heritage.

The Neolithic village of Skara Brae is one of the most important sites in Europe. It has received World Heritage Status along with the burial mound at Maeshowe and the majestic standing stones of the Ring of Brodgar and the Standing Stones at Stenness.

Older than Stonehenge, the Great Wall of China and the Pyramids, Orkney's Neolithic sites give a vivid insight into the lives and beliefs of our ancient settlers.

What Next



Recruitment and Selection Process

There are 2 stages to the selection process following shortlisting:

- Stage 1:** Critical Incident assessment and Professional interview with the Chief Officer, the Chief Executive (OIC), the Interim Chief Executive (NHSO), the Head of HR and Organisational Development (OIC) and the Head of People and Culture (NHSO).
- Stage 2:** A presentation and a formal interview conducted by an interview panel including the Chair of the IJB, the Vice Chair of the IJB, Chief Officer, the Chief Executive (OIC) and the Interim Chief Executive (NHSO). The Panel will be supported and advised by the Head of HR and Organisational Development (NHSO) and Head of People and Culture (NHSO).

For a confidential discussion about the post please contact Catriona Mackie, Director, Aspen People at cmackie@aspenpeople.co.uk

- To apply for the post please go to www.orkney.gov.uk/jobs
- Should you require an alternative format please contact hrsupport@orkney.gov.uk. Please note CVs will not be accepted and an application form is required to be completed.
- All correspondence regarding your application will be sent by email. If this method is not suitable for you, please let us know.

The closing date for applications is Sunday, 22 January 2023

What Next

Applicants are advised that the 2 day selection process is intended to be conducted in Orkney, and where invited to interview, candidates will be required to be present on both days subject to prevailing Scottish Government Guidance relating to the Pandemic.

Special Requirements for Recruitment Process

The IJB, OIC and NHSO are fully supportive in discussing making any reasonable adjustments to the recruitment process to ensure no candidate is disadvantaged as a result of a disability or any other health condition.

Pre-employment Checks

All offers of employment are subject to the following pre-employment checks:-

- Evidence of eligibility to work in the UK;
- Evidence of essential qualifications;
- Occupational health clearance;
- PVG Scheme Membership in respect of regulated to work with children and vulnerable adults and overseas criminal record check (if applicable);
- References will be sought for all shortlisted candidates in advance of the interviews commencing. If candidates have difficulty with this requirement, please advise the Head of HR and OD (OIC) when invited to the selection process.

Proposed Timetable

- Closing Date: 22 January 2023
- Shortlisting: w/c 30 January 2023
- Candidates notified by: Friday 3 February 2023
- Professional Interview: w/c 13 February 2023
- Formal Interview: w/c 13 February 2023